

TWENTY CENTS

# Sales Management

The Weekly Magazine for Marketing Executives



Henry W. Banks, III

*Consulting Chemist*

New Ways of Finding Talking Points  
for Your Product



What We Have Learned about Hiring  
a Good Man and Making Him Stick

1930

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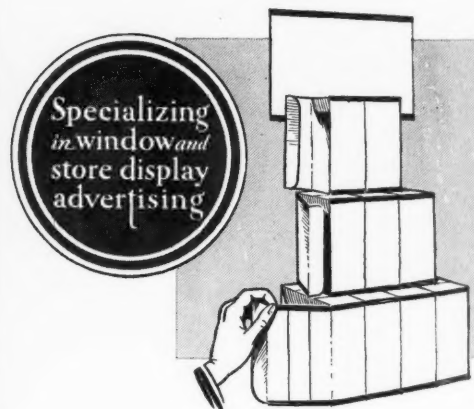
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## THE "PACKAGE PYRAMID" AN EINSON-FREEMAN INNOVATION

**T**UCK in a few flaps—and presto! you have a "skyscraper" of merchandise. Three-dimensional. Modern. Decorative. Saves stock or "empties". Saves dealer's or salesman's time. ♦ Gets in where other displays can't—especially into chain stores. Used by such leaders as Westinghouse, Lever Bros., Gillette, Merck & Co., Vapex, etc. ♦ Patented by Einson-Freeman. Adaptable to your package. Find out—NOW—how effectively we can build a "package pyramid" for you!



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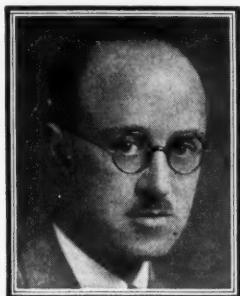
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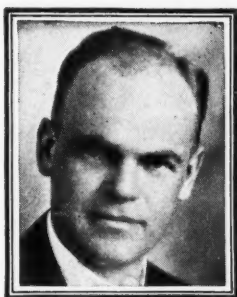
HARRY J. LATTMANN  
Associate Manager  
Production Department  
New York

## These figures may interest you

A RECENT QUESTIONNAIRE to our organization sought opinions about styles in umbrellas. The age of each individual had a bearing on the answer.

Here is a tabulation of the answers to that particular question:

Under 20 years . . . . .	10%
20 to 29 years . . . . .	54%
30 to 39 years . . . . .	24%
40 to 49 years . . . . .	10%
50 years and over . . . . .	2%



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Since 1919—

## MARKET RESEARCH

PRODUCT RESEARCH  
FIELD SURVEYS  
MARKET ANALYSIS  
STYLE TRENDS

SALES ANALYSIS  
SALES TRAINING  
SALES QUOTAS  
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NEW YORK

Preliminary Consultation  
Without Charge

# Survey of Surveys

BY WALTER MANN

## Sly Back-Patting and an Apology

Many are the SALES MANAGEMENT subscribers who have gone through the Annual Reference Number (out September 27) with a fine-tooth comb, judging from the flood of comment and inquiry which it has occasioned. Only our diffidence about tooting SALES MANAGEMENT's horn too blatantly in the S. O. S. column prevents our breaking into an eulogy at this very point.

Not being able, however, to resist one faint toot (like the small boy who discovered his Christmas horn before Christmas) we will merely say that those who have gone through the Reference Number with any degree of intensiveness have been greatly pleased with the care with which it has been prepared. Many have also noted the seriousness with which practically every advertiser has considered his copy for this particular number. And well may they have done so, since this number is to be used as a handbook by a lot of sales and advertising managers in the twelve months to come.

Many a piece of publisher's copy offers a booklet, folder or brochure on some recently completed market study. As we glance through its pages we are tempted to toss a final and nonchalant pat on the back to S. O. S. (pronounced perfect by discriminating readers) for the thoroughness with which the column has covered the important market studies of recent date.

But right in the middle of this back-patting process we must stop in horror. For having gotten no farther than pages 19 and 35, we remember that the Four A's surveys of the Washington, D. C., and Boston newspaper readers' preferences have been entirely overlooked so far in this column.

Our only alibi is the good old stock wheeze, "the limitations of this column are such, etc., etc." which we pull a little hesitantly because it has been used so often.

These A. A. A. A. surveys show a lot of interesting percentages on the income groups into which the circulations (urban and suburban) of the newspapers in these two cities fall, also the duplication percentages (duplication is politely called "overlapping of circulation") between one newspaper and another in each city.

Beyond the comments contained in these two advertisements (pages 19 and 35) we will not attempt to go, in the short space at our disposal this week.

The Washington *Evening Star* says, "You'll find the Washington Newspaper Readers' Survey of the American Association of Advertising Agencies interesting and illuminating with salient facts about this market." Presumably copies are available upon request.

The *Post* is less diffident in their advertising of the Boston "Four-A" findings.

"Now," says the caption in inescapable italics and boldface, "a Boston Reader Survey that speaks with *authority*," and then goes on to say, "This Boston Survey is NOT a private affair sponsored by any one newspaper, but was made under the direction of a national official group and co-operatively financed by the 4-A's and five Boston newspapers.\*"

"The aim of this investigation was to give a simple and direct analysis, to secure for the American Association of Advertising Agencies and their thousands of clients, a truthful and accurate picture of Boston newspaper readers."

No further comment at this time except to say that copies of the Boston Survey are available through A. H. Marchant, advertising manager of the *Boston Post*, whose urging of the survey's perusal would seem at least in part to be the result of the exceptionally high income showing which the *Post* enjoys in this report.

Send your request for the survey direct to the *Boston Post*.

## Thumbnail Reviews

(From recent issues of Domestic Commerce)

*Increasing Drug Store Profits by Promoting the Sale of Items with the Greatest Selling Possibilities.* (Bulletin Number 16.) An analysis of the sales and profits of toilet soaps in four types of drug stores. The total amount of brands, varieties and sizes of soap stocked, the total volume of sales and the average time required for turnover of stocks in these four stores are presented. Druggists' Research Bureau, 51 Maiden Lane, New York. Eight pages.†

*Mortality in Retail Trade.* (Monograph Number 4.) A statistical analysis of entrances into and exits from the retail grocery, drug, hardware and shoe trades in Buffalo over the period 1918-1928, with special reference to the grocery trade. This is an expansion and revision of Monograph Number 1 on the same subject. University of Buffalo, Bureau of Business and Social Research, Buffalo, New York. 198 pages.†

*Selling Salad Dressings through Retail Stores.* A detailed analysis of the handling of salad dressings in twenty-six retail grocery stores in Louisville; one of a series of commodity studies from the Louisville Grocery Survey. U. S. Department of Commerce, Bureau of Foreign and Domestic Commerce, Washington, D. C. Twenty pages.

*Operating Results of Ohio Wholesale Grocers—Year 1929.* The seventh successive analysis of the incomes and expenses of Ohio wholesale grocers. Several analyses not previously given are included in the present bulletin. Ohio State University, Bureau of Business Research, Columbus, Ohio. Forty-seven pages.†

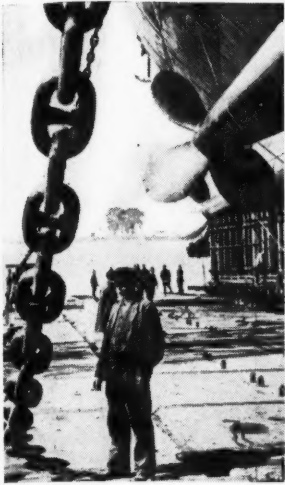
\*The *Post*, *Globe*, *Herald-Traveler*, *Transcript* and *Record*.

†Not for general free distribution.



# Sales Management

Publication Office:  
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New York. Phone  
Lexington 1760



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THROUGH the policies outlined in the leading article in this issue, the Stromberg Electric Company of Chicago has cut turnover on the sales force to one-seventh its former rate. Every sales executive who is responsible for hiring and training men for the field will find this article of exceptional interest.

THE chairman of the board of one of the most successful concerns in a field that manufactures a specialty for the home will outline, in an early issue, the contract arrangement with dealers which has been responsible for a large measure of the firm's success. This story is of special importance because it shows how important a bearing a company's financial set-up may have on the sales side of the business.

THE Judson Bradway Company of Detroit has found the selling efficiency of its men considerably heightened through the use of well-planned sales kits. How these kits are made up and how the salesmen use them will be explained in an article in next week's issue of SALES MANAGEMENT.

COMPANIES interested in obtaining information about overseas markets are referred to the note on page 98, which tells of the service offered by the SALES MANAGEMENT Export Data Bureau.

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Cover photograph by Blank & Stoller

RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager, Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.

# Statler

## MEANS MORE THAN just "Hotel"



There's such genuine thoughtfulness for your comfort—and so many conveniences in all our houses—that each stay in a Statler is an extremely agreeable experience. There are attentive employees, trained, courteous and helpful . . . a wide variety of restaurants . . . colorful rooms, furnished in the modern mode—every one with private bathroom—circulating ice water—a luxurious bed—bed-head reading lamp—and full-length mirror.

Then every Statler room assures you of comforts you don't usually associate with hotels: radio reception, a newspaper under your door every morning. These conveniences, backed by Statler Service and the Statler policy of your satisfaction guaranteed, all combine to make "Statler mean more than just 'hotel'."

*Fixed, unchanging rates are posted in every Statler room.*

# HOTELS STATLER

BOSTON DETROIT  
BUFFALO ST. LOUIS  
CLEVELAND NEW YORK  
[Hotel Pennsylvania]

## Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

### Markets and Media

*Time's First Report to the Audit Bureau of Quality.* Time makes a nice bid for carrying conviction when it opens this presentation by the declaration that the average Time subscriber's income is \$21,753—and sagely appends the remark that this is not to be taken too seriously. Follow tables illustrating how close to one-quarter of the total United States taxable income is distributed among Time's 300,000 subscribers. The method used to assemble this information is interesting. Time employed the services of the Retail Credit Company to investigate the annual incomes, credit standing, wealth and other miscellaneous gauges of quality of three distinct subscriber groups. An intelligent and impressive story, important to the general advertiser.

*Where the Wholesaling Is Done.* A national survey on automotive equipment distribution by Motor. Presents figures of sales (in dollars), to wholesale accounts by cities, of twenty-one representative makers of replacement parts, twelve of display merchandise (accessories, etc.), and fourteen of shop equipment and tools. From these figures they were able to determine the relative rank of 862 cities as wholesale centers. Follows suggestions on how the survey may be used by manufacturers in fixing quotas.

### Industrial Advertising

*Industrial Marketing Today.* If you are an industrial advertiser, is your advertising agency doing these things for you?

1. Locating your markets with almost mathematical exactness and rating them according to potential wealth.
2. Determining and listing buyers according to actual responsibilities—not by titles.
3. Preparing and continually checking marketing plan.
4. Providing ideas on design and salability of the product.

5. Furnishing marketing data continuously.

6. Deciding on channels of approach. Selecting and coaching distribution organization.

Edwin Bird Wilson, in this booklet, claims that industrial advertising is *different*, and that besides a knowledge of the technique of building an advertisement it requires training and talent exclusively its own.

### Paper

*A Chart of Bond Paper Value.* A perfectly gorgeous brochure in black leatherette stamped in gold, the inside front cover arranged as a pocket to hold samples of smart modern and conventional letterheads, the back pocket containing a complete assortment of well-designed office forms for every purpose. Between the covers lies a thirty-two-page booklet, gold leaf covered, containing the story of Caslon Bond production. Demonstrates how this paper lends itself admirably to any color process. Discusses direct mail, booklets, folders, broadsides, announcements, etc., and advances a number of splendid suggestions for freshening up your campaign. If you are up against it for original ideas, send for this. Munising produced it.

### Films

*Warner Brothers Industrial and Commercial Pictures.* Besides being an expensive and handsome piece of modern promotion material, this book is full of information on industrial films. If this book is a sample of the type of work Bob Winthrop is doing for Warner, it augurs well for "sponsored" talking pictures. If you are interested in sponsored films, the sort which are entertainment pictures into which is subtly threaded your advertising story and which are shown at the Warner Theatres, this book will tell you how Warners are equipped to handle the whole project, from writing the scenario to distributing the pictures, arranging dealer tie-ups, etc.



# Significant News

• • • The better-times-close-at-hand credo has been adopted by the Investment Bankers' Association, whose members gave expression to their confidence in its validity at their convention in New Orleans this week.

• • • Employment in September was 1 per cent more than in August and payrolls were up 1.4 per cent, based on returns from 40,775 establishments in thirteen major industrial groups.

• • • Signs of revival are seen in the postal receipts for September, which in fifty large cities were only 7.94 per cent less than in September, 1929. This compares with a loss of 11.54 per cent in August.

• • • Commodity prices continue to teeter near the low level established about six weeks ago, but they give no evidence of a tendency to slide farther down. The Irving Fisher price index number rose six points last week, from 82.3 to 82.9.

• • • The oil burner industry is enjoying its best year in spite of depression elsewhere, according to reports at a meeting this week of the directors of the American Oil Burners' Association. Sales for the nine months were 11 per cent ahead of sales in the same period last year.

• • • Only agreeable implications are contained in American Telephone & Telegraph's statement for nine months ended September 30 showing net income of \$123,400,796, compared with \$120,970,306 in the same period last year. Earnings per share went down from \$9.25 in 1929 to \$8.13 in 1930 owing to expansion.

• • • Sears, Roebuck sales in the four weeks ended October 8 were 17.1 per cent more than in the preceding four weeks, a seasonal gain which was almost as great as that in the same period last year. This is more significant than the decline of 14.5 per cent in actual volume as compared with actual volume of these four weeks in 1929.

• • • Evidence that automobile manufacturers are straining every nerve to induce consumer acceptance is seen in the fact that at the forthcoming January shows there will be displayed fifty-four different makes as against forty-three last year.

• • • Department store sales in September were only 7 per cent below those of September a year ago, if allowance is made for the extra business day this year. The August decline was 11 per cent.

• • • Unfilled orders of U. S. Steel were 155,866 tons less on September 30 than on August 31, a decrease which proved to be considerably under expectations. Compared with the orders at the end of September, 1929, the loss was more than 12 per cent. The immediate outlook in the industry is not clear, but as a rule business in October is fairly brisk.

• • • Buying at wholesale last week was in considerably better volume than at the same time last year, the records of the Credit Clearing House show.

• • • Loss in chain store sales in September has been reduced to 4.16 per cent by additional reports, the number of companies heard from having risen to fifty-two with a volume for the month of \$310,535,660.

• • • The conditions now affecting chain stores, burdened with increasing tonnage at lower prices, is reflected by S. S. Kresge's September quarterly statement reporting net income of \$3,037,574, or fifty-four cents a share, compared with \$3,886,380, or sixty-nine cents a share last year.

• • • General Outdoor Advertising reports contracts in September amounting to \$4,900,000, a new high monthly record. This follows a September quarterly statement showing a loss in net income from \$804,296 last year to \$437,231 this year.

• • • Most third quarter income statements are in line with gloomy predictions. Underwood Elliott Fisher reported net income of \$459,588, compared with \$1,337,348, and Purity Bakeries \$884,115 for the twelve weeks ended October 4, compared with \$1,478,568. But there are notable exceptions. Paramount Publix, e. g., reports an increase of as much as 11 per cent.

• • • Reactionary utterances by the National Association of Manufacturers are interpreted by the president, John E. Edgerton, as reflecting only unwillingness of the members to be coerced into doing things before they are known to be in the general interest. He prefers development under economic law to changes under compulsion of legislative enactment.

• • • Proposed increase of first-class postal rates is opposed by the Retail Dry Goods Association as untimely because it would burden the public and business at a time when both should be encouraged, especially by the Government.

• • • To market Cuba's sugar surplus, amounting to 1,500,000 tons, more than 90 per cent of the important growers and manufacturers have agreed to the Thomas L. Chadbourne plan for a large holding company to operate through a period of five years. President Machado, having received this assurance, is to ask the Cuban congress for the necessary legislation.

• • • Passage of the Capper-Kelly resale price maintenance bill was urged by speakers before the convention this week in Chicago of the National Wholesale Druggists' Association.

• • • Reduction this week in the price of high quality oils, averaging from twenty-five to thirty-one cents a barrel, by the Champlin Refinery has caused talk of an oil price war in the mid-continent area. Agents of the Federal Trade Commission are investigating costs of production.

• • • General Motors has taken over Martin-Parry, from which General Motors bought most of its bodies for commercial vehicles made at Indianapolis. When General Motors decided to make its own bodies Martin-Parry had no recourse but to sell out.

# What We Have Learned about Hiring a Good Man and Making Him Stick

BY WARD R. HICKOK

Vice-President, Stromberg Electric Company, Chicago

**D**URING the past two years our cost of getting new salesmen into production has averaged only about one-fourth the former rate, our salesmen have been qualified for promotion in one-third the time formerly required and our turnover of salesmen has been reduced to one-seventh the rate which obtained for some years preceding the period named.

These gratifying results have been due to several factors, chief of which are:

1. Hiring a different type of salesman;
2. Supervising salesmen more closely;
3. Requiring the approval of the home office before a salesman can be engaged or dismissed;
4. Supporting salesmen with more and better advertising;
5. More sensible allocation of territories.

Five years or so ago conditions were very different. Then we favored young men in their early twenties who were full of energy, enthusiasm and ambition, and who had not been "spoiled" by others. We wanted to train our own salesmen from the ground up and to develop our own sales organization in accordance with our own ideas. At the same time we allowed our district managers considerable latitude in the hiring, training and firing of salesmen.

The results were not at all satisfactory. We were constantly hiring new men, our sales training costs were correspondingly high, we were continually short of salesmen qualified for promotion and our organization as a whole was far from being of the caliber we desired.

Then we decided that young men just out of college were of the very type we needed. They had the requisite youth, energy and ambition, plus the knowledge, poise and mental training acquired in college. They were of a higher type, on the average,

and had perhaps more native ability than those who had not attended college. If we could recruit a sales organization composed largely of bright young college men, we thought, all our problems pertaining to salesmen would be solved.

We tried young college men for two years. We visited ten or more universities and colleges each spring, interviewing a number of members of the graduating class, and selected the two most likely prospective salesmen we could get from each class. We brought them to the home office for training, paying a small salary and all expenses, including transportation,



Anne Shriber

**Q**A different type of salesman is hired.

and then sent them out for practical experience and permanent employment under our district managers.

The results were even less satisfactory than before. Our sales training costs mounted still higher, our rate of turnover of salesmen increased and the dearth of salesmen qualified for promotion became even greater.

There were many reasons for this. Their immaturity was a handicap which only time could overcome; many soon became dissatisfied and wished they had taken some other position; some had too many social duties; others were thinking more of getting married than of their work; the fathers of others wanted them to come home and some lacked the necessary initiative to succeed in selling.

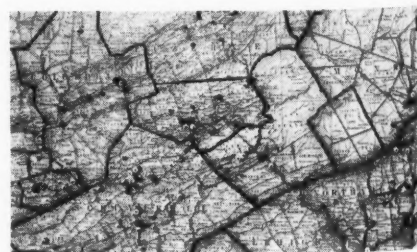
We hired more than twenty young men just out of college during those two years and not one of them is with us now. I might add that many other employers of salesmen have had similar experiences. I know of one company in particular that hired 150 college men in the spring and by December of the same year had only four of them left—and they were not doing any too well.

Following that experience we adopted our present policy of employing only mature men who already have some sales training. We still consider a college education highly desirable, but our college graduates must have been out of school long enough to have acquired some practical experience and the maturity necessary to command the respect of our customers and prospects.

Just why we employ certain applicants and reject others is, of course, hard to explain. If anyone has a thumb rule which can be applied to this problem, we will gladly furnish the customary stamped envelope in which to forward the formula to us.

Certain fundamental requirements, though, must be met. We want a man whose "set up" and appearance are such that we can be proud to introduce him as an associate; the kind of man who, when he is seen standing at an information desk, looks as though he would have something to say and knows how to say it intelligently.

A man thirty-five years of age or



**Q**Territories are rearranged more satisfactorily.



The Stromberg Electric Company during the past two years has cut the cost of getting new salesmen in their field to one-fourth its former rate. Men have qualified for promotion in one-third the time formerly required. And turnover has been reduced to one-seventh its former rate. Policies responsible for these unusual results are explained in this article.

thereabouts seems to fit best into this picture. He is young enough to be taught new tricks—old enough to have had several years of business experience and to look it.

Whether he has a college education, he certainly must have a good command of language and be able to express himself in a dignified and convincing manner. His experience, record of habits, accomplishment, standing in his community, and last, but not least, his loyalty are carefully checked.

While some selling experience is desirable, sales personality is unquestionably one of the biggest factors in considering an applicant. If a man seems to "spark" or "click" as he is being interviewed, he is bound to receive pretty thorough consideration.

As our sales work involves writing a great many letters, a definite re-

As we now hire far fewer new salesmen, we can train them in smaller groups and give them more individual attention, both while they are in training and after they get into production.

We have not advertised for a sales-



¶ Salesmen are supervised more closely.

man during the past year and a half.

Most of our salesmen now come to us voluntarily; usually as a result of observing that our salesmen are prosperous. It is only natural that if our salesmen are obviously prosperous and contented, they will attract the attention of associates and acquaintances who will seek similar employment.

When we do find it necessary to seek salesmen, we invite men who are in position to do so to recommend likely prospects, we scan the "situation wanted" columns of magazines and newspapers, and we ask our own salesmen to send men to us. If necessary, we would, of course, advertise for salesmen in newspapers or magazines.

Hiring fewer new salesmen means lower sales training costs; the average cost of training mature men is lower because they already know the fundamentals; such men are more settled and they get into production much quicker, with the result that they remain longer, and they qualify for promotion in one-third the time formerly required by our young college men. All this means a greatly reduced rate of turnover of salesmen, as well as reduced costs.

Because of the nature of our set-up, it is impractical to give every salesman close supervision all the time,



Anne Shriver

¶ The home office approves all hiring and firing.

but we are supervising more closely than in previous years. Our salesmen work under the immediate direction of district managers and an executive from the home office contacts every salesman once a month.

Our district managers also sell, however, and the time which they can devote to supervision is necessarily limited. We have relieved them of the responsibility of hiring and training salesmen and have also instituted a rule that no salesman may be engaged or dismissed without the consent of the home office.

With the frequent contacts which the home office now has with the men in the field we are well acquainted with the individual salesmen as well as with the district managers, and we know that a salesman's failure to produce satisfactorily is sometimes not because of lack of ability or application. When, therefore, a district manager recommends the dismissal of a salesman, we ask that he wait until we can have a talk with him and with the salesman, and we frequently save a good man as a result.

The manager of one of our best districts, for example, is one who doesn't supervise his salesmen closely. A couple of years ago he reported that a certain salesman was not making good, never would make good, and he wanted to fire him. We told him to wait until we could talk the problem over with them both, individually and together. As a result, we decided that the salesman needed closer supervision, so we sent him to another city where the district manager is one who is more prone to nurse his salesmen. This salesman had been averaging about \$200 a month; he is still with us and is now averaging about \$450 a month.

In another case a salesman lost respect for his manager because the manager was too lenient. We gave him a good scolding and transferred him to another territory, where he is doing well and having no trouble with his manager.

In several cases when a salesman

(Continued on page 106)



¶ More and better advertising is used.

requirement of every applicant for a sales position is that he write us a letter, including his qualifications for selling Stromberg equipment, why he desires to become affiliated with our organization, financing required, when he will be available, his references and any other information he feels will be helpful in deciding whether a connection is likely to prove mutually profitable and permanent.

We do not believe in hiring a man because his services can be obtained at a low price. If he has the basic qualities we desire, we much prefer to teach him our type of selling and to gamble to a considerable extent that he will make good and so repay us.

# New Ways of Finding Talking Points for Your Product

**W**HETHER a product succeeds or fails depends, to a large degree, on the talking points that can be found for it. Obviously important as this matter is, it would seem as though entirely too many companies use rule-of-thumb methods in building their sales arguments. They seize on superficial points of superiority in their merchandise or they fall in line with competition and use the same old threadbare arguments that everyone else in the industry is using.

Triteness, guesswork, trailing-competitors or tapping thin air should have no place in the construction of talking points. It is just as easy to build these arguments scientifically. Science can be drawn on for selling points that have the advantage of being both unique and technically correct.

Many concerns are developing their sales stories in this way. Since it has been my privilege to work with a number of these organizations in isolating their stories, perhaps I can best prove my case for the so-called scientific talking point by relating a few incidents.

We once did a job of this sort for Colgate's Rapid-Shave Cream. It was apparent that Colgate's was an unusually efficient cream. It softened the beard quickly and thoroughly, and if the razor did its part, a notably clean and smooth shave resulted. The mere statement of these facts, however, did not make very effective talking points. Broad assertions of this kind leave a piece of advertising copy or a sales argument unconvincing. To make it more than a fine-sounding generality, there should be some reasonable explanation as to why the product does what it does. Better yet is an understandable demonstration of how the product performs.

In originating the scientific talking point, the first thing to do is to examine the product critically. Take it apart. See what makes the wheels go round. Put it through its paces. Get

*The microscope brought to light a selling point which Colgate uses in its advertising.*

*Photo by Underwood & Underwood*

## Small-Bubble Lather brings longer-lasting shaves

Colgate's offers closer, smoother shaves, because beard is completely softened at base

ANY comparison of lather proves me-  
quicker softening power of Colgate's  
Small-Bubble Lather, as compared to  
ordinary, big-bubble lather. The small  
bubbles convey more water direct to the  
hair base—where the razor works. The  
softer the beard, the closer the shave—  
the longer it lasts. Note our offer—  
make a comparison. Convince yourself.

The minute you lather up with Colgate's  
two things happen: 1—The soap in the  
lather breaks up the oil film that covers  
each hair. 2—Billions of tiny, moisture-  
laden bubbles seep down through your  
beard... spread around each whisker...  
soak it soft with water.

Instantly your beard gets moist and  
pliable... limp and lifeless... sci-  
entifically softened right down at the base  
... ready for your razor.

Thousands of men, after various trials  
with ordinary lathers, have adopted  
Colgate's as supreme. To prove its  
superiority, mail the coupon below.  
We will send also a sample of After-  
Shave, the new lotion—refreshing,  
delightful... the perfect shave tonic.



it to work and see what happens. Study its performance under a microscope. Take a photomicrograph of the job and see if the picture suggests anything. Find out what the product is supposed to do, and then check to ascertain if it is living up to expectations.

When a shaving cream is submitted to such a scrutiny, it is discovered that if it is properly softened at the base any beard will cut easily. The problem is to get enough moisture down to the bottom of every hair to soften it sufficiently. It was revealed that water and not shaving cream is what softens the beard. The cream is merely the agency through which the

water reaches every particle of the beard. In a lather made from a good cream, it seems, the bubbles are smaller. As a result, they hold more water and less air. They give more points of moisture contact with the beard. The reason that a good cream does this is because it emulsifies and removes the oil film that surrounds each tiny hair, and does permit the water to do a good job of soaking.

Once these facts were determined, the task was to visualize them in arguments, so that their force could be comprehended at a glance. This was accomplished through bubble photomicrographs. An enlarged picture of a hair surrounded by lather bubbles was shown. Two pictures were employed. In taking one, an unnamed shaving cream was used. In the other, it was a Colgate lather that was put under the microscope.

The two pictures were placed side by side. One was labeled "ordinary lather." The second was captioned "Colgate lather." They told their own stories, but so as to be sure that no reader missed the point, a brief interpretation of the idea was printed under each picture. In the photomicrograph of the ordinary lather large bubbles were shown. The bub-



B Y

HENRY W. BANKS, III.

*Consulting Chemist*

bles are pictured in black, and the area in between in white. The explanation reads, "Large dark spots are air—white areas are water. Note how the large bubbles hold air instead of water against the beard."

In the case of the Colgate lather picture showing many tiny bubbles, this was the interpretation: "Photomicrograph prepared under identical conditions shows fine, closely knit texture of Colgate's Rapid Cream lather. Note how the small bubbles hold water instead of air close against the beard."

That same argument was advanced in a number of guises. For example, a series of photomicrographs was taken to show the actual globules of oil after they have been removed from the beard by the Colgate lather. Another photomicrograph displayed a hair that was not softened at the base. The razor had nicked and scraped it, leaving a ragged edge. The mauled hair itself looked like a writing pen. In contrast to it, there was a photomicrograph of another hair that had been properly softened at the base with Colgate lather. It showed a sharp clean cut.

Taking a product apart, seeing how it works and studying it under the microscope has not only uncovered new talking points, but has also shown new ways of improving the product and helped in the discovery of new markets. Mr. Banks explains how this close scrutiny has worked in many cases.

These talking points were merchandised in various ways. For instance, the photomicrographs, with the accompanying interpretation, were placed on the shaving cream package. They also found their way into window display pieces. The arguments furnished both the salesmen and dealers with something definite to say about the product.

That Colgate story is fairly typical of the procedure followed in finding technical talking points. In working up these scientific arguments quite a galaxy of experts, technicians and specialists may be employed, such as dermatologists, microscopists, photographers, photomicrographers, mineralogists, metallurgists, analytical chemists, dieticians, beauticians, household experts and engineers of every ilk.

Almost any sort of an instrument or device may be used in making a study. Stop watches, cameras, crucibles, electric fans, egg beaters, hot water bottles, ice bags and retorts are a few of the things that have been

employed in this manner. Frequently testing devices have to be specially constructed for a particular job.

Probably the microscope is used more than anything else. The microscope is a mighty handy instrument to have around a sales department. A number of companies are having their salesmen carry microscopes as part of their equipment. Microscopes help salesmen to clinch arguments. Under the exposing glass, the weave of textiles, the construction of fine instruments, the quality in fountain pens and the hidden sales features in many another product are revealed to the prospective buyer.

Another analysis in which the microscope played a part was once worked up for the Gillette Safety Razor Company. In the preliminary study it was determined that even the stiffest beard cuts easily when the razor approaches it from the correct angle. A photograph was then prepared showing the blade meeting the beard at the scientific angle. All talking points were built around this photograph.

To prove the actual basis of this argument, two beard stubble fields were illustrated. One had been shaved properly. As a result the hair was cut off straight and smooth close to the skin. The other field, which had been shaved from the wrong angle, looked like a piece of cut-over timber land, with hacked ragged stumps, sticking up ungainly.

The microscope was called on to develop an interesting sales argument for Peter's "D K" Cocoa. This cocoa is finely milled. This fineness renders it uniformly soluble. No tailings are left to appear as dark, unappetizing specks in ice cream. That was the argument the company wished to put over. The question was how to give it a scientific background.

The problem was solved by sifting various brands of cocoa through Number 10 Dufour silk. The result of the test was then shown up with two photomicrographs, magnified twenty-seven times. The piece of silk through which Peter's "D K" Cocoa was sifted

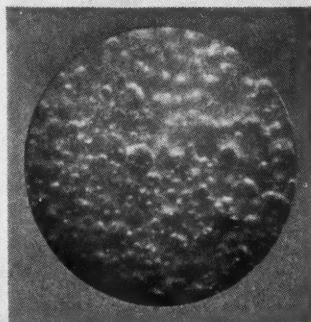
(Continued on page 114)

## Peek inside Your Cake...

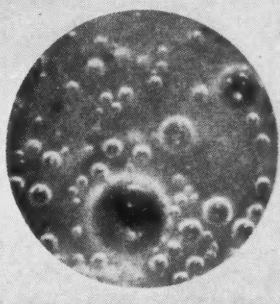
### WHILE IT'S BAKING



Photos through microscope show superior action of Cream of Tartar baking powder



RYAL cake batter through microscope at 10 minutes in oven. See the small, uniform bubbles, due to Cream of Tartar, which give you fine-textured cake that stays moist and is fresh for days.



Cake batter made with another brand of baking powder. See large irregular gas bubbles produced by cheap, inferior leavening ingredients. These bubbles leave "air holes" that dry out cake.

Scientists discover why Royal-baked cakes are finer textured and keep their flavor longer

Now you can actually watch cake baking. See just why some cakes fail. Why others come out un-

Three days later it was still fresh and moist. But the cake made with D-K leavening is



Photomicrographs of Royal and other baking powders in action help to convert housewives.

# Do Factory Branches Pay?

**S**OONER or later manufacturers in such fields as automobile, oil burner or electric refrigerator face the decision of whether they shall establish factory branches in the larger cities of their markets. Ask any dealer who sells automobiles or oil burners or electric refrigerators what he thinks about having the factory come into his market and establish a factory branch, and he will undoubtedly tell you that he disapproves. And yet there are times when a factory branch is the only answer to a selling problem which the manufacturer must face or lose a profitable market entirely.

Two examples will serve to illustrate this truth that the manufacturer is at times forced to go in to large urban markets and establish his own branches. In a midwestern city there was a distributor who had been doing a very large volume of business for several years on a certain oil burner, and had installed many hundreds of them. His business was exceedingly well run, the burners were not only sold correctly, in the first instance, installed correctly and serviced properly, but this particular distributor and his partner, who handled the sales end of his business, had built up tremendous good will for his name and that of the product which he handled, and his business was increasing at a rate much faster than the rate of growth of the industry in general for his community.

## Gave Up His Franchise

Then one day the partner who had handled all the selling died. The direct result of this was that the remaining partner, realizing his inability to handle the selling properly, relinquished his franchise.

What was the manufacturer to do? There were hundreds of his burners in this market, all needing to be taken care of in the event that any difficulty came up, or needing to be serviced regularly, and yet there was no other account in this area with sufficient qualifications to handle either the servicing or the selling of this product in that area. The oil burner manufacturer, in that event, had to open a factory branch to establish a service structure, and, since this required a place of business, and sufficient equipment to allow for installation work, it was perfectly logical that the manufacturer

While the operation of factory branches often creates difficult sales problems there are certain types of business where the factory branch seems to be the only logical method of market attack. Where and why branches are needed, and the methods which have proved most successful in operating them, are covered at length in this article.

BY RICHARD C. HAY

should put in a sales division and thereby operate a complete factory branch.

Service was actually responsible for the opening of this branch, which, as at present operated, is doing a very successful job not only because the market had been so well developed by the distributor and his partner, but through the fortunate selection of a sales manager to handle the branch. As it happened in this case, the manufacturer selected as manager of his branch in this particular city the man who had given him the greatest competition prior to this change.

In a large eastern city another factory branch was established for entirely different reasons. Here was a very large market for oil burners comparatively close to the factory, and yet in this market the oil burner manufacturer had practically no distribution. In the past the manufacturer had had two dealers or distributors handling this territory and in each case the men so selected failed miserably to measure up to the possibilities of the market, with the result that the manufacturer was absolutely shut out of a market which should have been one of the best, especially as it was so close to his factory.

In this particular city factory branches of two other competing oil burner companies and a public utility practically control the market. The size of these factory branches, their showroom set-up, sales organizations, continued advertising, and the number of their installations was such that no account could compete with them unless exceptionally well run and well financed.

To take advantage of this fertile

city field, the manufacturer was forced to establish a factory branch. Here is shown the possibility of error in the selection of personnel for the operation of a factory branch. While this factory branch is of comparatively recent origin, it is not getting away as it should because the manager selected to operate the branch is not quite equal to the job, and in the event that this factory branch does not get its share of business in this market, there will not only be no return on the investment but the investment itself will be in jeopardy.

The distribution of products having a relatively high unit price and requiring excellent salesmanship to put across is always difficult in the large market. The problem of handling sales in cities having a very large population, whether almost exclusively urban or whether bordered by many suburbs which, when analyzed, really become a part of the market that exists within that city for the product, is at once the most important and the most difficult problem that must be faced by such industries as the automobile, oil burner, electric refrigeration, and others of a similar type.

The handling of these large markets presents a problem of magnitude almost invariably too great for any one dealer to handle successfully. For one organization to handle these large markets requires a type of merchandising, selling, technical and business ability which is exceedingly difficult to obtain. Then, and always of greatest importance and probably greatest difficulty for one individual to properly handle these large markets, it requires a capital investment usually far beyond the ability of any but a very wealthy man.





## INTERPRETATION in LINE

ANY artist will concede that the perfect line is an accomplishment. We are told that in the whole history of illustration but a few artists have appeared whose hand could make a pen line a thing of beauty

The masters of the earlier school of wood engravers fully realized the artistic possibilities of the line. Many there are today commanding attention and bearing the stamp of genius in the fertile field of black and white. Such phrases as "those superb obser-

vations in line" and "reverence for restraint in line," again "its inherent properties or virtues are largely contrast, precision, lightness, the material or textural sense of the ground upon which it is made" suggest its creative and interpretative adaptations. The proficient and painstaking photo-engraver also understands and appreciates the power, grace and finish of the well-executed line, and in a great measure it becomes his standard and model of perfection, a distinguishing characteristic of his skill and craftsmanship.

*Pen drawing by Carl  
Umgielter of the  
Sterling Art Staff*

1 1 1

**STERLING ENGRAVING CO., NEW YORK, N.Y.**

EAST PLANT · 304 EAST 45th STREET · VANderbilt 7661-6 · WEST PLANT · 475 TENTH AVENUE · MEDallion 1900-5

It is of greatest importance to any and every specialty selling industry that the large market existing in such cities as New York, Chicago, Philadelphia, Boston, Detroit and St. Louis be adequately handled and that the industry obtain its proper share of the consumer's dollar in these tremendously large markets. To cover these markets, four plans have been tried out over the past ten years.

The first plan is to assign the territory to a distributor, giving him usually all or a very large part of the territory as his exclusive market. In the earlier days of the oil burner industry the use of distributors was the cause of a great deal of dissatisfaction on the part of the then logical outlet for oil burners, namely, plumbing and heating contractors. Other industries run into the same difficulty, that what may be their logical outlet will be so antagonized by the establishment of a factory branch as to mean the practical cessation of activity on the part of these dealers in any attempt to put the product over in that market.

### Coverage by Dealers

A second way to handle these large city markets, which has been tried by many manufacturers in specialty selling lines, is to spot dealers in various parts of a city market, and try in so far as possible to locate these dealers in such a way as to get complete coverage, and at the same time attempt to maintain some type of protected territory. This method usually fails in its purpose for handling the large city markets, because, in the first place, of the inability of the manufacturer to find a sufficient number of suitable dealers to cover the market, and because before long the market becomes so competitive that it is more or less demoralized.

The third plan for handling large markets has been developed by one of the leading oil burner companies in the appointment of a distributor with a special plan for operation. This plan in its simplest terms involves obtaining a distributor of real business acumen, unquestioned financial standing, and with the ability to work with his dealers, to treat all fairly, and to insure having installations of the product made, serviced and sold properly, in the first place. This plan has the same fundamental weakness as the distributor organization, namely, finding an individual with sufficient business ability and financial standing to operate the plan and not allow it to die within six months or a year through sheer inability to make it go.

The fourth method of handling large city markets is that of establish-

ing factory branches. For many industries it seems practically certain that, viewed calmly and judicially, if that industry is to get its share of the consumer's dollar in the larger cities it must recognize the desirability, practicability and efficiency of the factory branch.

Recently an experienced and successful executive heading a company quite prominent in the specialty selling field gave his reasons for opposing the establishment of factory branches. Briefly stated his reasons were these: First, the question of the investment involved. The operation of a branch represents a very large investment of capital, usually actually intended for investment in manufacturing. A firm not having adequate capital might dangerously undermine its manufacturing strength by putting too much money into factory branches.

The next and probably greatest problem is that of personnel. Actually, in establishing a factory branch, the total investment in the branch is represented in one man and his ability to select, train and direct a sales, service and installation organization. An error of selection in the manager of a factory branch definitely means a loss of return, or partial loss of capital from that branch for the period of a year. Even though the manager might be removed during the year, his errors or poor judgment, with attendant results, cannot be corrected at once.

### Interests Diversified

Another difficulty is that the interests of the executives of the manufacturer are diversified when factory branches are operated, with attendant bad effects on the principal business of that manufacturer, namely, making a specialty product. The heads of the company, primarily manufacturers, must, of necessity, spend a certain amount of time in the interests of the factory branch, to the detriment of manufacturing. This also applies to many department heads and particularly to the finance department.

In those specialty businesses or others of seasonal character, it becomes a difficult problem to supply sufficient capital when sales at both branches and factory are at their peak only a few months in the year, and difficult also, provided the capital is adequate for the peak, to make profitable use of that capital other months, when business is not so good—to use this capital so as to allow over the period of a full year a net return that may be reasonably expected from capital invested in the sale of a specialty.

To offset these objections to factory

branches, we have conditions under which necessity may make a factory branch the only solution of a selling problem the manufacturer must meet if he is to reach the logical and desirable development he wishes. Some of these conditions under which factory branches must be established have been previously described.

An important reason for the factory branch is that it enables the manufacturer to meet varying conditions arising in the industry and makes it possible for him to feel the public pulse and to act accordingly. Last, and most important to the manufacturer, is that the factory branch gives him an unvarying outlet for his product. Against this advantage you have the capital investment required to operate a factory branch, previously discussed. One of the leading sales managers in the oil burner industry expresses this opinion on the question of capital investment:

### Cost Much Greater

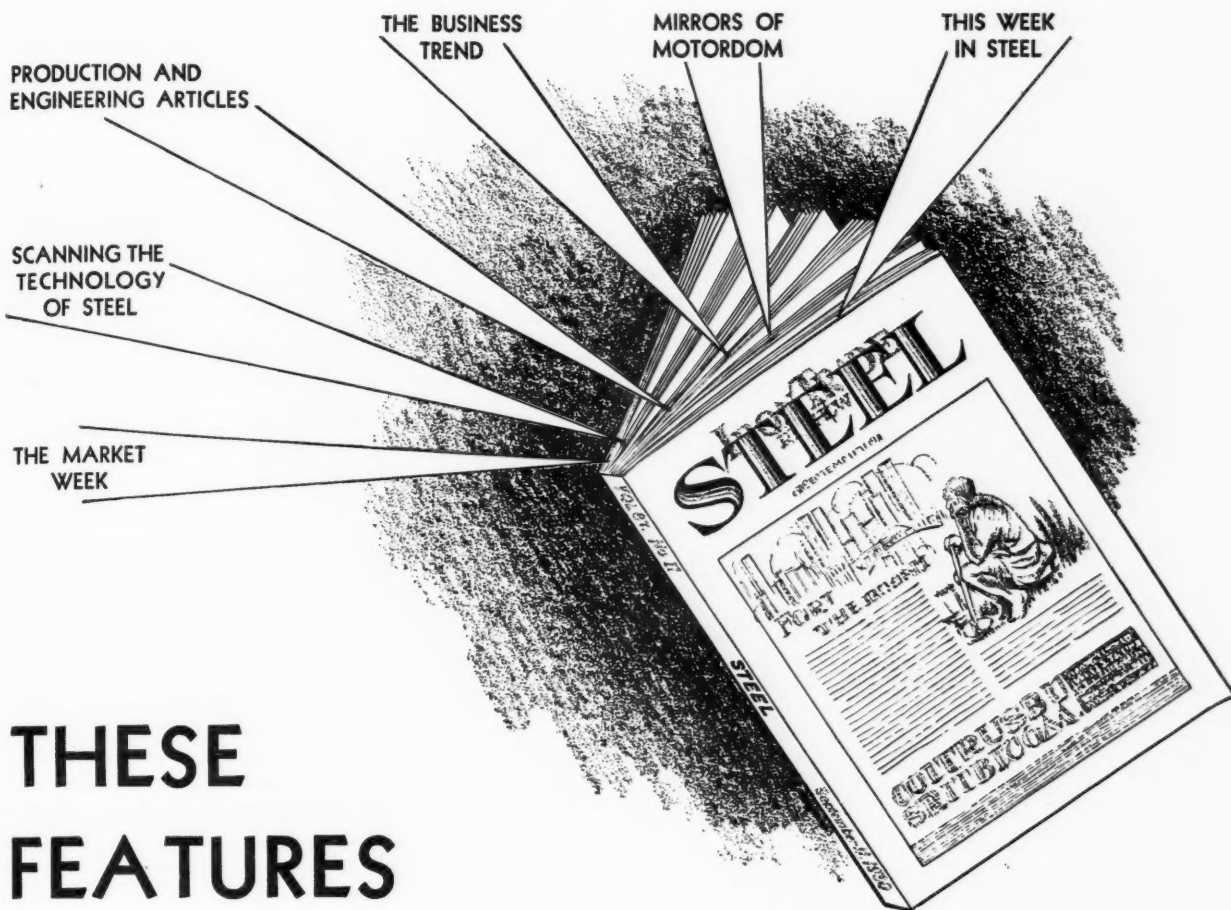
"If you consider capital investment as cost, then I should say that for at least fifteen years after the establishment of a factory branch the cost would be more than if you had an independent dealer. I say this because you can handle an independent dealer in the larger cities for about \$2,500 a year, whereas it doesn't take long for you to have an investment of \$40,000 in a factory branch in a large city. However, I do not consider investment as an expense, though of course it is a cash outlay.

"Another difficulty in establishing a factory branch is the selection of personnel. In this business, men mean success, and to get the man who can run a branch profitably for the manufacturer and cover the market properly is not an easy matter. Manufacturing executives responsible for the supervision of branches have difficulty in watching two things at once, that is, factory branches and the factory operations themselves."

A serious difficulty in the operation of factory branches, probably the principal weakness of this method of distribution, is the question of personnel and organization to operate that branch. To operate such branches, one well-known sales manager in the specialty selling field, a man whose organization has been very successful with factory branches, and who at the same time has maintained a very fine relationship with his dealers in smaller towns, suggests an organization for the operation of a factory branch which, when considered by any manufacturer pondering the desirability of factory

(Continued on page 112)





## THESE FEATURES

are read---and so are the  
ADVERTISEMENTS

The results which you obtain from your publication advertising, depend largely upon *how* closely the publications are read.

Notice how carefully this has been considered in "STEEL", (for forty eight years—Iron Trade Review). Features are written by authorities and investigators who go into the field for facts. Thus, all articles are brimful of information; they interpret significant facts; they invite study instead of casual scanning.

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of Motordom" is more prominent. During a preliminary reading of "STEEL", the busy executive gets all the outstanding news by scanning the feature "This Week in Steel". "The Market Week" is more legible.

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Photo by Ewing Galloway

*One of the many beautiful streets in Rio de Janeiro, the capital of the world's greatest coffee producing country. Although coffee is on the free list of the new tariff, imports are off 7 per cent in quantity and 39 per cent in value.*

# What the Tariff Is Doing to Foreign Trade

BY FRANKLIN JOHNSTON

*Publisher, American Exporter, and Associate Editor, Sales Management*

**C**OMPARISON of gross figures of exports and imports today with previous years means very little because of the tremendous differences in prices of such commodities as cotton, copper, rubber, silk, wheat, coffee and sugar. Figures of imports under the new tariff should be read in this light.

While the import figures for the first full month of the new tariff showed a decrease of 36 per cent from the same month of 1929, this decrease was not the result of the tariff but of price changes.

As a matter of fact, while the new tariff politically, and using politically in an international sense, was unquestionably an error, its direct economic influence is comparatively small.

Of the thirty-one leading imports into the United States last year, accounting for 70 per cent of all our imports and, therefore, of foreign credits, making it possible for other countries to buy from us, no less than seventeen are on the free list. Naturally, these are not influenced by tariff changes because they are duty free.

They have been influenced very drastically, however, by price changes. Thus raw silk, our chief import, and free of duty, fell off in the first month of the new tariff 25 per cent in quan-

tity but 45 per cent in value. Coffee, also free, our second largest import, was off 7 per cent in quantity but 39 per cent in value. Rubber, also free, third largest import, was off 20 per cent in volume but 45 per cent in value. These three items, not subject to duty at all, and constituting nearly one-fourth of our total imports, fell off an average of 43 per cent.

Sugar, our fourth largest import item, and unfortunately subject to a slight increase of duty under the new tariff, fell off 45 per cent in volume

and 47 per cent in value, or hardly any more than the free items.

Cattle hides, transferred from the free to the dutiable list, reflect some effect of the tariff, being off 52 per cent in volume and 56 per cent in value. Yet the decrease, even if it is partly due to the tariff, is but slightly greater than in the free items of coffee, silk and rubber. And furs, which are free, fell off 49 per cent in value—only slightly less than dutiable cattle hides.

Such free items as copper fell off 31 per cent in value; tin, 40 per cent; wood pulp, 45 per cent.

Then we come to another dutiable item, raw wool. This fell off 53 per cent in volume and 64 per cent in value. But Australian shipments of certain types of wool actually increased 431 per cent.

Thus, so far as the balance of trade is concerned, the tariff has very little influence.

Many of the increases of duty apparently affect trade over the international border, both Canadian and Mexican. Yet several of these farm items which are traded over the border actually show an increase instead of a decrease, despite tariff changes.

*(Continued on page 113)*

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To subscribers to this magazine, the SALES MANAGEMENT Export Data Bureau will furnish, without charge, specific information about overseas markets. The facts are reliable and up-to-date. Due to the difficulty of compiling information of this kind, however, two or three weeks are required for answering most inquiries.

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## The NAME must get

# A C R O S S

"I'm from the Meyercord Company, sir."

"What company?"

"The Meyercord Company, the makers of—"

"Just a minute! You may have a superfine product, but you'll never get a hearing if you muffle your name like that."

"That's just my point. Yours is a highly competitive business, yet you let your trucks, window and display signs muffle your name just like that. Now, I can do your whole identification job with a medium so vivid it will catch the eye of every possible customer—so reasonable in price you can spread your name on everything used to sell, deliver and dispense your products—so easy to use any man can apply it in a few minutes . . . and save you money on your present appropriation."

"And that thorough, inexpensive medium is?"

"The Meyercord Decalcomania Transfers."

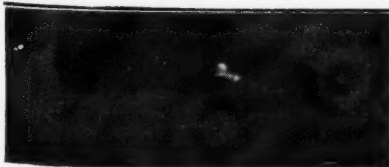
\* \* \*

The Meyercord man isn't usually this unconventional—but the service he offers is always this revolutionary. He can show you nationally known trademarks familiar to the public thru Meyercord Direction . . . and explain how these decalcomania transfers can make your products or service equally well known.

**THE MEYERCORD COMPANY**  
120 South La Salle Street, Chicago, Illinois



# MEYERCORD TRANSFERS





## National Dairy to Sell Fruit Juice; Sign Up with Florida Group

The Florida Citrus Exchange, Tampa, has signed contracts with the National Juice Corporation, subsidiary of National Dairy Products Corporation, largest food producer in the United States, for house-to-house distribution of fresh Florida orange juice.

The contract, said to be the largest in the history of the American citrus industry, covers eleven years and involves millions of boxes of fruit, explained C. C. Commander, general manager of the exchange. The juice product will be handled like milk by a chain of distributing plants operated by National Dairy Products throughout the country.

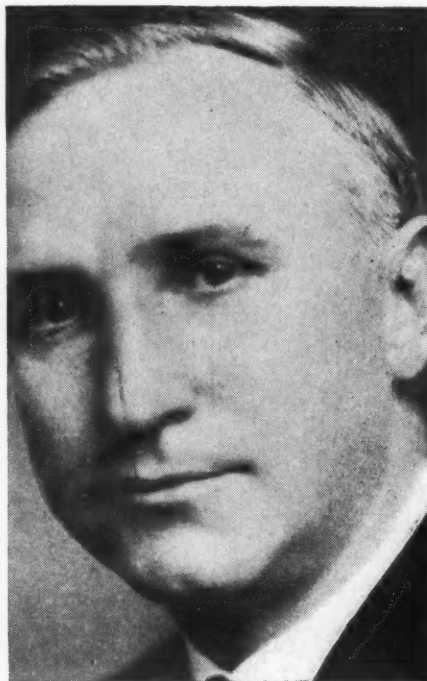
The company will extract the juice and freeze it in Florida, and ship the product to northern terminals for defrosting and bottling. Pending establishment of its own facilities in Florida, the corporation will use the plant of the Tampa Union Terminal Company.

National Dairy Products plans the development of a market for a considerable volume the first season with increasing volumes each year thereafter as demand is built up. One of the most important clauses in the contract relates to advertising. In order to stimulate the development of demand the first year, the citrus exchange has allowed for a rebate to the company of ten cents a box, provided the company proves it has spent twenty-two and a half cents a box on advertising. This applies to the first year only. National Dairy Products plans an extensive campaign, starting with key cities and expanding as production permits. The first key markets will be Rochester, Philadelphia and Memphis.

## Iron Fireman Sales Up; \$105,000 in Promotion

One hundred and five thousand dollars will be spent this fall in space in nine magazines and 150 United States and Canadian newspapers, by the Iron Fireman Manufacturing Company, Portland, Oregon, SALES MANAGEMENT was informed this week.

In the first eight months of this year the sales of the company's automatic coal burners have been increased 13.7 per cent over the same period in 1929. Orders on hand are double those of last year, T. H. Banfield, president, pointed out. More than 75 per cent of the company's business is done in the last half of the year.



I. J. Reuter

## Reuter Heads Oakland; Glancy on G. M. Staff

I. J. Reuter, vice-president of General Motors Corporation and managing director of Adam Opel A. G., G. M. C. subsidiary in Germany, has become general manager of the Oakland Motor Car division, succeeding A. R. Glancy, vice-president, transferred to the general staff.

"It is the intention of the corporation to continue the present Pontiac and Oakland cars substantially as they now exist," explained Alfred P. Sloan, Jr., president of General Motors, in making the announcement.

Mr. Reuter joined the Olds Motor Works division as general manager in 1925. A year ago he was appointed to take charge of Opel, one of the largest automotive manufacturing units in Europe.

## Old Dutch Girl Chases Dirt from the Radio

The Old Dutch Girl, for nearly twenty-five years the personification of the Cudahy Packing Company's Old Dutch Cleanser, will speak for herself over the radio beginning Monday, October 20.

She will broadcast over the Columbia System for fifteen minutes every Monday, Wednesday and Friday evening—presenting in rhyme news of the day of particular interest to homemakers.

## Kelly Analyzes Price Maintenance Before Drug Wholesalers

How the Capper-Kelly bill, upon which congressional action is expected in December, will enable manufacturers to enter into an agreement with wholesalers and retailers to regulate the price at which their products will be sold, was explained by Congressman Clyde Kelly of Pennsylvania, co-author of the bill, at the annual meeting of the National Wholesale Druggists' Association at Chicago this week.

"The Capper-Kelly bill is not mandatory," said Mr. Kelly. "It does not compel the parties to enter into an agreement, but it permits them to do so voluntarily without acting contrary to law." He defined it as "the American plan of doing business. 'Today,' he said, 'we are facing a fundamental change and the question is whether we shall be dominated in American business, wholesaling, retailing and manufacturing, by a few groups who shall have the power of autocracy or whether we shall continue on American traditional methods of community growth, of individual enterprise and the initiative which is built upon free and equal opportunities for every American.'"

In the committee's annual report on salesmen and selling methods J. Mahlon Buck, chairman, suggested that a routine be handed each man at the weekly or monthly sales meetings, with definite instructions that this routine be carried out until it becomes a habit.

In the committee report on credits and collections, Lee Wilson Hutchins, chairman, emphasized the need of "constructive help to the retailer, which must naturally come through a collaboration on the part of the credit department with the sales department. At present business conditions demand more than ever a close coordination between the credit department and the chief executive."

## Sells Gas Refrigerators

R. F. Callaway, formerly assistant general manager of the Frigidaire Sales Corporation, Dayton, has been appointed manager of the absorption division to supervise the marketing of a new gas refrigerator introduced at the convention of the American Gas Association at Atlantic City this week.

## Austin Price Higher

The price of Bantam Austin coupe cars has been advanced twenty dollars to \$465, f. o. b. Butler, Pennsylvania, by the American Austin Car Company.



- W** World's  
**P** Play  
**G** Ground.  
**B** Broadcasting regularly on cleared national channel.  
**R** Reaches New England and entire Atlantic Seaboard.  
**O** Overspill service area from Maine to Florida; extra strong signal on all parts of Long Island; daytime or night.  
**A** Actual coverage South Jersey, Delaware, and Upper Maryland.  
**D** Direct contact with public.  
**C** Convention Hall Studios visited by over 200,000 in past year.  
**A** Approximately 1,200 hotels in city, majority equipped for radio; twelve million visitors come to Atlantic City yearly.  
**S** Station rates nominal.  
**T** Transmitter 5,000-watts. Western Electric, piezo crystal control, 100% modulation.  
**I** Inquiries invited.  
**N** National advertisers spend vast sums yearly in Atlantic City for publicity.  
**G** Good-will can be brought by radio to countless thousands, who do not see other types of advertising.  
**C** Columbia Broadcasting System operates station.  
**O** Only broadcasting station within 60-mile radius.  
**R** Rates listed in Standard Rate and Data. Rate card mailed if requested.  
**P** Popularity of station a distinct asset.

# W P G

## ATLANTIC CITY



*"KING NEPTUNE," whose voice is heard exclusively thru W P G and Columbia Broadcasting System; the only station broadcasting regularly the breaking of the waves.*

When picking your broadcast media, select one that is quick to respond—an ideal proving ground—W P G

# W P G BROADCASTING CORPORATION

STUDIOS LOCATED DIRECTLY ON THE FAMOUS BOARDWALK

ATLANTIC CITY

Operated by the COLUMBIA BROADCASTING SYSTEM

## Japanese "Giannini" Inaugurates Super-Sales Organization Here

BY S. LEWIS BREVIT

A nation-wide super-sales organization to handle products of Japanese in the United States is being planned by K. Kamikawa, produce merchant and banker of Fresno, California. It will be known as Japanese Citizens of the United States, Inc.

The organization will handle cooperative marketing and purchasing, as well as personal savings, primarily for California-born Japanese and incidentally for all Japanese residing in the United States. Headquarters will be at Fresno, where Mr. Kamikawa intends to erect a warehouse and distributing center.

Mr. Kamikawa plans to develop somewhat along the lines of A. P. Giannini, who before becoming head of the Bank of Italy and Bancamerica and other large financial institutions, was a produce merchant and banker for the California Italians.

Mr. Kamikawa pointed out that the new organization for a time will be limited to the west coast, that one of the main objects of the arrangement will be to provide a new outlet for Japanese-grown products and Japanese-produced merchandise in the Orient through a huge exporting and importing business, the imports to consist of art goods and other Oriental products, chiefly from Japan.

"Through the organization of this cooperative concern," he said, "we expect to develop new markets for California products which we anticipate will reach a gross volume of \$10,000,000 a year."

The concern will be incorporated some time in October and Mr. Kamikawa says that inasmuch as he has been working on the plans actively for a year past and has received encouraging support from the 100,000 and more Japanese in California, he is assured that at least 10,000 members will be signed at the outset with an initial investment of \$100 each, providing the corporation with an operating capital of \$1,000,000.

With central headquarters in Fresno, the organization will open branches in Sacramento, Stockton, Salinas, Santa Barbara, Los Angeles and San Francisco. It will also operate retail stores in all Japanese communities, supplying its members with food, clothing, household goods and farm equipment direct from manufacturers. Substantial savings to Japanese are

expected to be achieved through this group purchasing plan, operated through the retail stores.

Not the least advantage of the new organization, he believes, is the fact that Japanese will now invest their money in the United States, through the banking, savings and loan, and building and loan departments of the



K. Kamikawa

cooperative, instead of sending their savings back to their native land as heretofore.

Although Mr. Kamikawa and his four brothers operate their own bank in Fresno, he anticipates that, to become practically operative on a state-wide scale, the building and loan feature of the new cooperative will be operated through an established building and loan association, functioning as "Japanese branches."

Mr. Kamikawa came to Fresno thirty-two years ago, going into retail selling. In 1908, with his brothers, he established the Kamikawa Brothers' Bank. The brothers also operated merchandise stores throughout the state and K. Kamikawa has a large general importing and exporting business.

### Two Agencies Join Four A's

G. M. Basford Company, New York, and Louis H. Frohman, New York, have been elected to membership in the American Association of Advertising Agencies.

## Bank of England Starts Retail Trade Census; Publishes Returns

Steps taken by the Incorporated Association of British Retail Distributors in conjunction with the Bank of England towards the collection of statistical evidence on the trend and seasonal movements of retail trade in the United Kingdom show that the value of statistical information is beginning to be appreciated there.

As a start, 100 department stores in sixty towns in Great Britain have agreed to furnish the bank with returns of sales made during and stocks held at the end of each month compared with the corresponding month of the preceding year. The number of employees will also be given. Great Britain has been divided into five areas: Scotland, Wales and England north of the Rivers Severn and Trent, south of England excluding London, London (central and West End) and Rest of London (including suburbs). The returns are further divided under ten departmental headings: piece-goods, women's wear, men's and boys' wear, boots and shoes, furniture, hardware, fancy departments, sports and travel, food and perishables, miscellaneous. A retail trade index will be calculated later by the Bank of England. The results will be published monthly in the *Board of Trade Journal*. The August figures show an average decrease of 7.1 in sales and of 3.4 in stocks held on those of August, 1929.

### Bedding Radio Series Aids Small Cities

Territorial dealers in smaller cities of Tennessee, Arkansas and Mississippi are being featured in a new radio program just inaugurated by the U. S. Bedding Company, Memphis, over Station WMC there.

The idea is an adaptation of the Westinghouse Salute to the major industrial centers of the country. The programs are being presented and supervised by Mrs. Irene W. Smith, whose official title is assistant to E. C. Haas, president of the company.

Among the cities to be presented are Gates, Savannah, Henderson and Union City, Tennessee; Pace, Mississippi, and Blytheville, Arkansas.

### Sterling on A.F.A. Board

Ross Shaw Sterling, publisher of the *Houston Post Dispatch*, has been elected a member of the board of directors of the Advertising Federation of America.



## Gossip

R. F. WRIGHT and W. A. WRIGHT, formerly of the direct-mail department of Frigidaire Corporation, Dayton, have joined the copy staff of the Geyer Company there, where they will continue their work with Frigidaire advertising. . . . JOHN M. McDONALD, for the last seven years with the Buchen Company, Chicago agency, has been appointed treasurer. . . . W. R. E. BAXTER, formerly a member of the Newspaper Service Bureau and managing editor of the *McGraw-Hill News*, has joined the staff of Whittlesey House, trade division of the McGraw-Hill Book Company, in charge of publicity. . . . CHARLES S. KNAPP, who has been with Young & Rubicam and Frank Seaman agencies, is now on the copy staff of James F. Newcomb & Company, Inc., New York agency. . . . WARREN R. LIGHTFOOT, former vice-president of Robinson, Lightfoot & Company, Inc., recently dissolved New York agency, has become associated as merchandising and advertising counsel with Zinn & Meyer, Inc., of that city. . . . CARROLL RHEINSTROM has been transferred from the Chicago office of *True Story Magazine* to take charge of research and advertising promotion at New York. . . . DUNCAN A. DOBIE, JR., an executive for the last sixteen years with Motion Picture Publications, Inc., New York City, has been elected publisher of *Motion Picture Magazine* and *Motion Picture Classic*. . . . GEORGE S. VAN GELDER and JOSEPH VAN GELDER have resigned as officers and directors of Coyne & Company, Inc., to become president and vice-president, respectively, of The Ardlee Associates, Inc., New York, direct advertising service. . . . S. C. BAER Company, Cincinnati agency, established in 1922, has been incorporated as Baer & Bigler Company by S. C. BAER and OSCAR BIGLER. . . . H. S. BEGGS, formerly New England representative of the *Farm Journal*, is now assistant to the president of Redfield-Coupe, Inc., New York agency. . . . W. H. BLINN, advertising manager of the *Miami News*, has been re-elected president of the Florida Newspaper Advertising Executives' Association. Other officers include JOHN OTHEN, advertising manager of *Jacksonville Journal*, first vice-president; TRUMAN GREEN, advertising manager of *Tampa Tribune*, second vice-president, and V. J. OBENAUER, JR., advertising manager, *St. Petersburg Times*, secretary-treasurer. . . . LOUIS A. PAETH, formerly art director for Frank B. White Company, Chicago agency, has been elected to the vice-presidency, succeeding K. J. T. EKBLAW, resigned. H. G. McENDREE, now an account executive with the company, was formerly vice-president of Bailey, Walker & Tuttle, Inc. . . . GIFFORD M. PEARSON, for the past four years in charge of the Western advertising office of the *United States Daily*, and previously with the *Wall Street Journal*, *Baron's Weekly* and the Conde Nast organization has been elected vice-president of the *Daily*, with headquarters at New York. . . . L. E. CROSBY, who has been managing editor of the *Daily Press Times*, Wallace, Idaho, and for the past two years with the Seattle office of Campbell-Ewald Company, is now associated with Botsford-Constantine Company, Inc., agency there.

# Small Town Families Get a Thrill Out of Life

They buy the things they want—  
when they want them . . . . .



GRIT READER'S HOME Rivesville, W. Va.—Pop. 1,061



GRIT READER'S HOME Youngville, Pa.—Pop. 1,608



GRIT READER'S HOME Portville, N. Y.—Pop. 704



GRIT READER'S HOME Edinburg, Va.—Pop. 548

**Living Conditions**—As a place in which to really enjoy living, the average small town beats the city by a mile. Look at these figures:

	By Country	By Phila.
	Town Families	Families
Homes Owned . . .	69.0%	40.0%
Automobiles Owned	69.2%	50.3%
Home Telephones ..	45.2%	45.0%

**Inhabitants**—The small town dweller is an American, of American stock, and his living standards are consequently ultra-American:

	Native Born	Foreign Born	Negro
Philadelphia ..	70.8%	21.8%	7.4%
Small Towns	94.6%	5.3%	0.1%

The unusually high percentage of homes and automobiles owned in small towns, plus the fact that more than nine out of ten small town families are native white Americans, should convince the most skeptical advertising buyer that the small town market is worth developing. Small town families are interested in merchandise of merit and respond to advertising in GRIT which brings it to their attention. Write for new free booklet, "The Small Town Market."



Read Every Week by Over 415,000 Families  
in 14,000 Small Towns

Member A. B. C

Williamsport, Pa.



## Business on Upgrade, but Progress Slow, Believes Pearson

"There is real opportunity now to stimulate business, because commodities are low and it is economical to purchase more goods now, to invest in more securities now and to build more houses now," A. C. Pearson, chairman of the board of United Business Publishers, Inc., New York, told a meeting of the Philadelphia Life Underwriters' Association in Philadelphia this week.

"As people realize that the bottom has been reached and that we have started on our way up," Mr. Pearson continued, "they will seek to protect themselves against advances, and by that very action they will start the advance."

"A quick recovery would probably be harmful," Mr. Pearson believed, "and at least it is improbable."

"The chances are that we will climb up slowly for another twelve months before we reach normal business, and in the meantime the prizes will be to the industrious and efficient. The product must be made as attractive as possible, and the selling, both by men and by advertising, must be clever and effective if any concern is to have its share of this highly competitive business. The post-war prosperity made us careless and now we must plan definitely on being vigilant and aggressive if we are to be successful in the next twelve months."

"The combination of cheap commodity prices, cheap money, great material resources, high living standards, optimism and enthusiasm will bring this country back to normal before many months have passed."

## Sales Executives Elect H. W. Hoover President

H. W. Hoover, president and general manager of the Hoover Company, North Canton, Ohio, was elected president of the American Society of Sales Executives, in annual conference at White Sulphur Springs, West Virginia, last week. M. L. Havey, general sales manager, New Jersey Zinc Company, New York, is secretary, and R. D. Keim, general sales manager of E. R. Squibb & Sons, New York, treasurer.

Most of the conference was devoted to round table discussion of business conditions and to a review of trends in marketing conditions and methods. Advertising methods and media were also discussed.

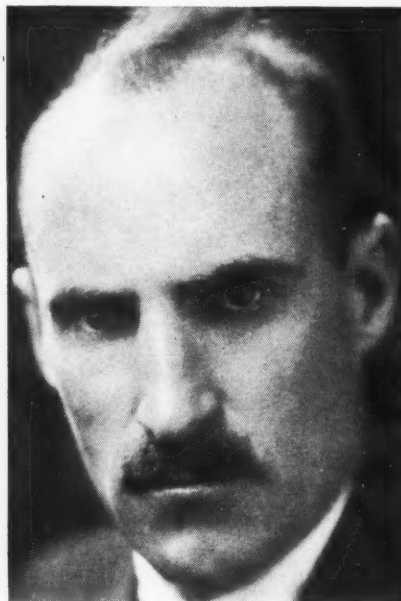


Photo by Bachrach

## "Casey" Jones

### "Casey" Jones to Direct Curtiss-Wright Publicity

C. S. "Casey" Jones, president of the Curtiss-Wright Flying Service and noted flyer, has been appointed vice-president in charge of public relations of the Curtiss-Wright Corporation. Major E. H. Brainard has been elected president of the Flying Service.

William F. Carey, president of the Curtiss-Wright Airports Corporation, has resigned and will be succeeded by C. W. Loos, vice-president of the Flying Service. Bruce G. Leighton has been made a vice-president of the Keystone Aircraft Corporation, the Wright Aeronautical Corporation, subsidiaries of the Curtiss-Wright Corporation.

### Necco Radio Campaign

A radio broadcast campaign covering nine states and supplemented by newspaper advertising has been inaugurated by the New England Confectionery Company, Boston, under the direction of Lavin & Company, agency there.

### True Story Salesmen Plan Roman Holiday

"In view of the splendid showing made by *True Story Magazine* this year," the annual sales convention of the advertising department will be held, not at New York as formerly, but in Bermuda.

The dates are October 25-November 3. The program will be limited to one general sales meeting and several group conferences—the rest of the time being devoted to a "real Roman holiday."

## Eighty-two Newspaper Campaign Aids Scott New Customer Week

Eighty-two newspapers in the larger cities throughout the United States will be employed by the Scott Paper Company, Chester, Pennsylvania, in a New Customer Week, October 18-25. Newspaper publicity and store and window display material are also being used. The display program was tested in a number of stores before being adopted. It was found to increase the sale of Scott tissues 150 per cent.

Sales volume of the company is now at the rate of 141,000,000 rolls, an increase of 10 per cent over last year. "National Scott Tissues Week," a similar drive conducted last June, increased sales 33 per cent.

## Spur Sells Four-in-hand Tie in New England

Hewes & Potter, Inc., Boston, is introducing a new four-in-hand tie in an advertising campaign in twenty-three New England newspapers. Space runs from 200 lines to full pages. Distribution will be extended nationally after the first of next year.

"Under no conditions, however, are we going to discontinue Spur Bow Ties," Louis M. Hannum, sales manager, told this magazine. "They will be advertised just as generously in magazines and elsewhere in the future as they have been in the past."

## N. B. C. Inaugurates Chicago "Radio City"

The National Broadcasting Company has opened a new midwest "Radio City" in a two-story building erected on top of the Merchandise Mart, Chicago.

The new "city" will have six studios—four of them two stories high—and more than 66,000 square feet of floor space. Studio A, the largest radio broadcasting unit in the world, is an auditorium seventy-two feet long and forty-seven feet wide.

### Introduce New Aspirin

Aspirin Seltzer Corporation, Cambridge, Massachusetts, has started experimental advertising on a new product of that name in several large newspapers in the New England territory. National advertising is planned later. An advertising agency has not yet been appointed.

W. R. Tracy, former manager of the Oakland Motor Car Company, has been named sales manager of the Hudson Motor Car Company, succeeding A. J. Eldred, resigned.

## Account Changes

ESKIMO PIE CORPORATION, Louisville, Kentucky, confectionery, and the PHOENIX HOSIERY COMPANY, Milwaukee, hosiery and underwear, to Edward H. Weiss Company, Chicago. Radio.

C. H. DEXTER & SONS, INC., Windsor Locks, Connecticut, Dexstar and Staybrite thin papers, to Charles W. Hoyt Company, Inc., New York City.

JUNE DAYS, Des Moines, Iowa, and Chatham, New Jersey, cosmetics and perfumes, to Howland, Oliphant & McIntyre, Inc., New York City. Magazines, newspapers, trade papers and radio.

DRY MILK COMPANY, INC., New York City, Chikora dry skim milk and other products, to Wilson & Bristol, Inc., there. Chikora in poultry journals.

FRUIT BELT PRESERVING COMPANY, East Williamson, New York, Pixie products, to Hughes, Wolff & Company, Inc., Rochester.

DEHAVEN RAZOR CORPORATION, New York City, DeHaven Syncrokeen self-sharpening razor; and WHITEHILL PRODUCTS, INC., Newburgh, New York, duPont lacquered fabric cleanable table cloths, card table tops, etc., to Reimers & Whitehill, Inc., New York City.

EDWARDS BROTHERS, Ann Arbor, Michigan, lithoprinters, to Fecheimer, Frank & Spedden, Inc., Detroit.

HERMAN H. STICHT & COMPANY, New York City, electrical and industrial instruments, to P. F. O'Keefe Advertising Agency, Inc., there. Business magazines and direct mail.

LANNOM MANUFACTURING COMPANY, Grinnell, Iowa, sporting goods; HESTON & ANDERSON, Fairfield, Iowa, woodworking tools, to Cole's, Inc., Des Moines. Trade papers on both accounts.

TWISTUM TOY FACTORY, New York and San Francisco, toy animals, and the DOO-TEE SALES AGENCY, New York City, distributors of nursery equipment, to Gale & Pietsch, Inc., New York City. Magazines for both.

VOLLRATH COMPANY, Sheboygan, Wisconsin, enamel and cast-iron cooking ware, to N. W. Ayer & Son, Inc., New York City.

THOMPSON SPECIALTIES, INC., Springfield, Massachusetts, to William B. Remington, Inc., there. Newspapers and radio for the fall.

AETNA BALL BEARING MANUFACTURING COMPANY, Chicago, to Albert L. Lauer Company, there.

### Minneapolis Joins A. F. A.

The Advertising Club of Minneapolis has become affiliated with the Advertising Federation of America.

## The Christian Science Monitor



### Wouldn't It Mean Something to You?

Suppose several consumers ask for *your* products at a store which does not carry them. When offered substitutes, they suggest to the retailer that he order *your* products, so that they can buy them. You would probably have a new outlet, wouldn't you?

Many instances like this come to the attention of national advertisers who use The Christian Science Monitor.

Canada Dry Ginger Ale, Inc., writes:

"It was a new experience with us to find subscribers to a newspaper so loyal to our advertising as to send us dealer addresses where *Canada Dry* could not be obtained, and furthermore, to insist that their Ginger Ale orders be filled with *Canada Dry*."

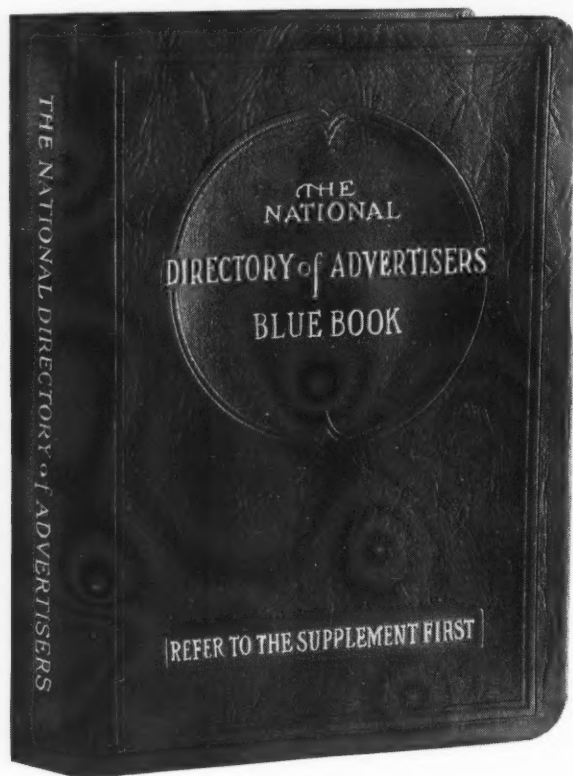
Let us tell you more about this and other points which make advertising in the Monitor highly successful.

Published by

THE CHRISTIAN SCIENCE  
PUBLISHING SOCIETY  
Boston, Mass., U. S. A.

TP26-10/30





## "Up and at Them"!

The item reproduced below from the National Directory of Advertisers Blue Book, will give you a picture of what this service will mean to you in contacting business of the national advertisers.

### SYLVANIA PRODUCTS COMPANY

Emporium Pa  
Sylvania Radio Tubes  
B G Erskine pres  
G L Rishell v-p  
Guy S Felt sec-treas  
Fred H Strayer sales mgr  
R S MacArthur asst sales mgr  
Reg R Ruxton adv mgr & byr of prtng  
Picard-Sohn Inc adv agts New York NY  
(Gn T Exp Rb Pa Wd Cd Ho)  
Lists: April  
Appropriation: \$250,000  
Distribution: National; Jobbers—550

The media used by national advertisers are manifold, comprising newspapers, magazines, trade papers, car cards, radio broadcasting, posters, painted and illuminated bulletins, electric display, lithographed and metal signs, motion pictures, direct mail, and many others, so, if you have any product or service towards assisting their means to publicity, *up and at them!*

Volume 17, 1930, off the press in July, is a compact size, 6½ x 8½ inches, containing 694 pages, listing 8,833 advertisers, more than 50,000 names of officers and department heads, advertising agencies placing accounts and, where obtainable, agency contacts, amounts of appropriation and dates of contracting for them; method of distribution with number of distributing units completing a picture of the size of the organization listed.

Subscribers receive (1) the National Directory; (2) a monthly supplement and (3) a bi-weekly report of changes in accounts and information regarding new campaigns; (4) the Agents List, containing 1,200 advertising agencies with personnel, recognition and accounts; (5) use of our Information Bureau. Our Chicago office, if more convenient to you, 38 South Dearborn Street, is adequately equipped for prompt attention to inquiries.

Invaluable to Agencies, Publishers and All Who  
Sell to National Advertisers

Subscription \$75 per annum

Send today for sample pages and complete information

**The James McKittrick Company, Inc.**

Publishers

200 Hudson Street, New York, N. Y.  
Telephone: WAlker 6856-6857

38 South Dearborn Street, Chicago, Ill.  
Telephone: RANdolph 1100

## What We Have Learned about Hiring Men

(Continued from page 91)

has not done well under a manager we have transferred him to a small territory where he works alone and is his own manager and without exception these men have made good. One in particular was making only a bare living and both he and his manager were dissatisfied. Last year we gave him a small territory alone and he has been doing wonders with it, while his own income has more than doubled and he is entirely satisfied.

Supporting our salesmen with more and better advertising has also had considerable bearing on the matter of turnover of salesmen. For the past two years we have been furnishing them a large number of live leads from our advertising and they, of course, appreciate that. In addition, it has a very direct effect upon their incomes.

### Enlarge Territories

Finally, we give every salesman as much territory as he can work thoroughly. Perhaps we are heretical in this respect. We know it is the popular custom these days to split up territories and add more salesmen. We also know that we have a steady stream of salesmen coming in here from other companies and saying they quit because their territories were cut to a point where they wouldn't yield a comfortable living.

We recently hired a man from an eastern company that had cut his territory to a single city block. Of course that block was occupied by office buildings, but he claimed that after careful check he had concluded that his maximum potential earnings in that block would be not more than \$250 a month, whereas he had been making \$350 to \$400. He also objected to the monotony of working that one block all the time. He is doing well with us.

Just the other day I met a salesman who until recently was the best man in a leading company. He had been making about \$400 a month with this company until his territory was cut in half and he quit. He is now with a competitor and is getting a salary of \$8,000 a year.

In no case will we reduce a salesman's territory if, in doing so, we are making it impossible for him to earn as much as before. This practice does not tend to decrease turnover, nor does it attract the type of man which we are desirous of obtaining.

We have cut some territories, how-

ever. The growth of our business and the addition of new products has necessitated giving some of our salesmen help because they couldn't handle the increased business alone. But in no case have we restricted a salesman's earning power by cutting his territory. In some cases, territory has been cut at the suggestion of the salesman himself because he was unable to follow up his prospects regularly and call on inquirers promptly.

The fact that our salesmen are given ample opportunity to earn substantial incomes is one of the chief reasons why the better type of salesmen have been attracted to us, and this, in turn, has been one of the most important factors in reducing our turnover of salesmen.

### Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1930	Year 1929
July 19 ... 90	July 20 ... 138
July 26 ... 83	July 27 ... 136
Aug. 2 ... 78	Aug. 3 ... 136
Aug. 9 ... 90	Aug. 10 ... 129
Aug. 16 ... 88	Aug. 17 ... 137
Aug. 23 ... 89	Aug. 24 ... 135
Aug. 30 ... 89	Aug. 31 ... 138
Sept. 6 ... 88	Sept. 7 ... 139
Sept. 13 ... 89	Sept. 14 ... 142
Sept. 20 ... 87	Sept. 21 ... 140
Sept. 27 ... 87	Sept. 29 ... 137
Oct. 4 ... 79	Oct. 5 ... 143
Oct. 11 ... 86	Oct. 12 ... 142

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity is based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

The Seventh Annual Exhibition of Printing for Commerce of the American Institute of Graphic Arts opened this week at the Art Center, 65 East 56th Street, New York.

## New England's Second Largest Market

# 50 Out of 57

## Railroad, Steamship and Travel Advertisers

using Providence newspapers during first six months of 1930 placed copy exclusively in

## The Providence Journal and The Evening Bulletin

149,575 lines or 87.74 per cent of all Railroad, Steamship and Travel advertising in Providence newspapers appeared in The Journal and The Bulletin.

These newspapers carried 184,572 lines or 88.30 per cent of all Resort and Travel advertising in Providence.

Providence people who travel are regular readers of these newspapers.

## Net Paid Circulation

130,283 Daily 87,321 Sunday

## Providence Journal Company

Providence, R. I.

National Representatives

CHAS. H. EDDY CO. R. J. BIDWELL CO.  
Boston New York Chicago Los Angeles San Francisco Seattle





## Refrigerator Sales Climb in Seattle

Despite consistently cool summers, Seattle and the Puget Sound region is becoming one of the most important electric refrigeration markets in the country, the Seattle correspondent of SALES MANAGEMENT reported this week. Harper-Maggee, Inc., distributors of Copeland refrigerators there, has sold sixteen carloads since March 1, and may repeat its success of last year when it won a national prize in the Copeland organization for the largest number of sales per capita.

R. F. Callaway, assistant general manager of Frigidaire Sales Corporation, reported recently that the five Pacific Coast branches have made more progress than any other group of districts in the country.

One of the factors in the sales increase is the low cost of electric current—both Seattle and Tacoma operating municipal power plants.

## Head of United Press Does Book on Radio

Perhaps to prove that the development of radio advertising has not reduced newspaper lineage, Karl A. Bickel, president of the United Press Associations, has written a book on "New Empires—The Newspaper and Radio," which J. B. Lippincott Company, Philadelphia, has just published.

The first part of the book is devoted to the newspaper man's job; the second to the development of radio and the "effect it is likely to have on both the advertising and news sections of the paper."

## 200 New Dodge Dealers

Distributors and dealers of the Horace E. Dodge Boat & Plane Corporation from various parts of this country and abroad will hold a convention during the 26th annual Motor Boat Show at the Grand Central Palace, New York, in January. J. Gilmore Fletcher, managing director of the corporation, announced this week. Since January 1, the Dodge company has appointed over 200 distributors and dealers in this country and abroad.

## Auto Output Off

Automotive production in September was 226,361 cars and trucks, the National Automobile Chamber of Commerce reported this week. This figure is 3 per cent below that of August, and 47 per cent below the record of September, 1929.

## Sound Studios Expand

World Broadcasting System and Sound Studios of New York, Inc., specializing in electrical transcriptions, opened new quarters at 50 West Fifty-seventh Street this week.

# Literature Racks



Above — Four Pocket Style

Below — Single Pocket Rack



Below — Special Open Face Style



Above — Six Pocket Vertical Style

## Made to Order—Any Style or Size Send for Prices

Steel construction throughout. All parts electrically welded where joined. Built to give lasting service. Dozens of styles, sizes and finishes to choose from or made according to original specifications. Send for descriptive book, "Dealer Helps—Types and Suggestions." No obligation. Just mail coupon.

MULTIPLEX DISPLAY FIXTURE COMPANY  
925-935 N. Tenth St., St. Louis, Mo.

Please send me, without obligation, your book, "Dealer Helps—Types and Suggestions," showing various styles of Literature Racks with approximate prices.

**MULTIPLEX**

Name.....

Firm.....

Address.....

City..... State.....



## Editorials

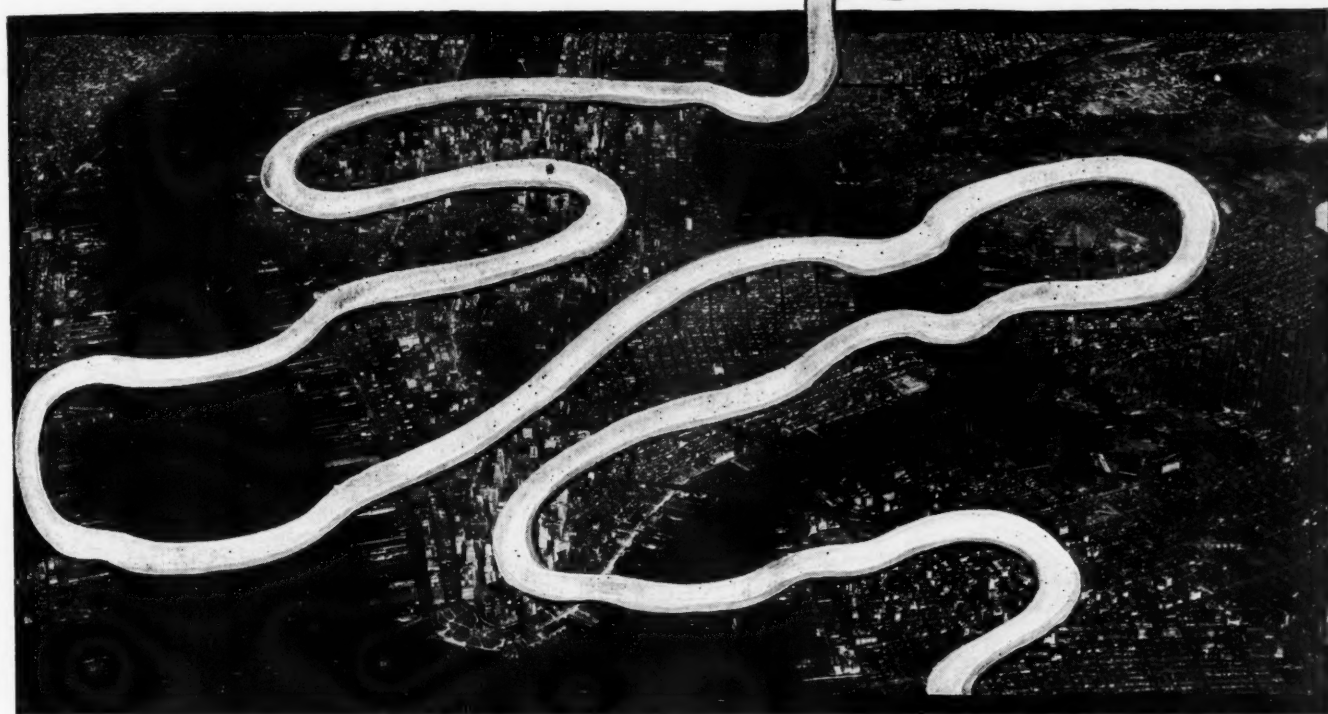
**B**AD THINKING IN BAD TIMES: A short time ago, when the skies were clear, technicological unemployment was discussed sensibly. It was patent to everyone that increasing use of ingenious machinery in mass production was cutting out individual jobs, but no one was alarmed by this development—the cotton-gin had done the same thing and had brought with it more and better paid work of one kind or another. We heard then only how the machines were increasing the dignity and value of labor. . . . Now that activity is slackened, while the world is righting itself after an upset, the mechanization of production is looked at askance as a cause of enforced idleness among our working people. The lessons of the past are forgotten and our erstwhile blessings are regarded as evils adding to the difficulties of our situation. . . . Talk of this kind should not be taken too seriously. In particular cases hardships are no doubt inflicted on groups of men and women whose hand toil is taken over by belts and bars. But in the long run whatever makes for cheaper and better production makes for advancement of the human race. . . . Increased industrial efficiency has always brought with it gains for labor as well as for capital, and this has been true in bad times as often as in good times. The only difference is that when everything is going smoothly and to our liking temporary obstacles are ignored, while under less happy conditions molehills look like mountains, and our supply of patience and courage is apt to run short. If we paid more attention to getting what is made into the hands of the people we should have a better understanding of the laws of progress.

**T**RUST LAW REVISION: News reports agree that Washington authorities are now seriously considering some revision of the anti-trust laws. Nowhere is there any hint of lessening the safeguards of free competition. The feeling against price agreements and trusts in any guise is probably as strong as ever. But prevailing sentiment undoubtedly favors changes in the text of the statutes which, strictly construed as they must be by the attorney general, unnecessarily hamper business as it is now going forward under the impulse of modern economic forces. . . . Action has been deferred by misunderstanding of the proposals made by those who seek some flexibility of action. The object sought by proponents of revision has never been to weaken the real merits of the legislation. All that is desired is restatement of

the essential principles, so phrased as to remove ambiguities which throw foolish impediments in the way of legitimate action and constrain prosecuting officers to take their instructions from a close reading of legal inhibitions rather than from Supreme Court interpretations.

**H**OLDING OUR GROUND: The American standard of living, long a subject of discussion as a phenomenon of prosperity, has lately received attention as a possible stumbling block to full recovery from business difficulties. President Hoover has rebuked those who advance the doctrine which links unpleasant economies as an essential prerequisite to revival of industry, declaring: "Any retreat from our American philosophy of constantly increasing standards of living becomes a constant retreat into perpetual unemployment and the acceptance of a cesspool of poverty for some large part of our people." . . . Mr. Hoover is here protesting against the defeatist state of mind. He remembers the tendency in other days of hardship to look only to liquidation of the costs of production, especially of the labor bill, to ease the tension brought about by impaired confidence and maladjustment of the forces of supply and demand. He finds nothing in the present situation requiring sacrifices which directly affect the masses of our people. He urges the country, by doing everything possible to encourage liberal consumption, to maintain the strong position it has gained. He refuses to acknowledge more than a temporary setback in our progress toward something like general well-being. . . . The President's critics find in his utterances a too easy optimism. They see only political purpose in words that lack admonition of the need of saving and self-denial in times of stress. Some of them go so far as to blame Mr. Hoover for exciting the people to extravagance by too sanguine assertions. They accuse him of prolonging distress by misleading declarations calculated to discourage caution when ill-considered plans are most likely to come to grief and so increase disorder. . . . Against attacks of this kind the President needs no defense. In times of emergency the American people are not prone to follow faint-hearted counsel or to rebuke those leaders who stand for a resolute spirit and determination to go forward. We have faced unpleasant facts before and have learned to triumph over adversity as well as to make the most of prosperity. We shall not now see the truth less clearly because hope remains high and courage unabated.

# Amos 'n' Andy *sell it ...* *but BUSH distributes it* *throughout Greater New York.*



*Photo by Fairchild Aerial Surveys Inc., N. Y. C.*

**D**ISTRIBUTION of merchandise is a vital part of the selling job. The Pepsodent Company knows it. Bush Terminal Company knows it. The result is that Bush Terminal distributes Pepsodent throughout the New York metropolitan market, leaving the Pepsodent Company free to concentrate on making it and selling it.

No sale is completed until the goods are delivered. It works this way: In the spacious warehouses of Bush Terminal is a large stock of Pepsodent. An order from a druggist appears. The quantity may be a gross or it may be a third of a dozen. All the same to Bush Terminal. The smoothly geared wheels of Bush Distribution Service turn and within a few hours the order is filled—with no trouble to anyone in the Pepsodent organization.

This service is strictly *à la carte*. Pepsodent pays only for the services required by Pepsodent. This has made it possible for major economies to be effected. It permits quicker deliveries—which is only another way of saying sales acceleration.

## Bush will save him **35%**

Before one manufacturer learned about Bush for distribution his annual costs were \$22,565. Yearly cost at Bush only \$14,595. Saving \$7,970, that is 35%. Light and power cut from \$5,000 to \$3,900. Insurance premium from \$1,365 to \$150. Trucking costs \$6,000 and elevator expense \$1,200 entirely eliminated. And on a single floor at Bush he won't need an extra shipping man to whom he has been paying \$2,000 a year.

At Bush Terminal a broad, flexible, varied service provides production economies and distribution efficiency.

Eight enormous ocean steamship piers; miles of railway sidings; massive warehouses; 10,000,000 square feet of floor space; cold storage; steam, power and heat in any quantity. Highest standards in receiving, storing and delivering goods and equally unrivaled facilities for manufacturing or distributing on an "industrial apartment house" basis.

## Specific service for exact needs

The services rendered by Bush Terminal are so broad and so varied that we can fit them exactly to your needs after a discussion of your individual sales, manufacturing and distribution problems. Bush Terminal has a specific, specialized or all-inclusive service for any manufacturer who sells to greater New York. Ask us for fuller details. Descriptive literature on production and distribution will be mailed you on request. Specific questions will be answered in full by Bush expert service men, thoroughly equipped by long experience to help you discover just how Bush can help your business.

# BUSH TERMINAL COMPANY

Metropolitan Facilities for DISTRIBUTION, WAREHOUSING and MANUFACTURING

**Executive offices: 100 Broad Street, Dept. G, New York**

Piers, Sidings, Warehouses, Truck Depot and Manufacturing Lofts on New York Bay



## IN NEXT WEEK'S ISSUE

*A sales story in pictures*



IN our insert in next week's issue of this magazine, notice the window display recently prepared for the Bayuk Cigar Co. It is a splendid example of a sales story pictorially told.

Effective window displays, hangers, posters and other collateral material is the unvarying rule with Color Advertising Headquarters. That is why we are privileged to serve hundreds of the most representative concerns, not occasionally, but regularly.

A talk with one of our representatives, located conveniently near you, may be the first step toward equally effective color advertising in your business.

THE UNITED STATES PRINTING  
AND LITHOGRAPH CO.

Cincinnati Baltimore Brooklyn  
*Service offices in 16 cities*

## Radio for Results

### Number 14

## WHO?

Seattle is in the heart of a fresh fish district but the packer of Icy Point Salmon with a daily announcement of one hundred words (without a sustaining program) over Station KOL received 4600 requests for recipe booklets at a cost of nine cents each and established outlets in practically every grocery store in the area.

*The complete story  
may be secured from*

**SCOTT HOWE BOWEN, INC.**

*National Representatives of Radio Stations*

Chrysler Building New York City  
Chicago Philadelphia Detroit Boston

## Do Factory Branches Pay?

*(Continued from page 96)*

branches, will show conclusively that the setting up of such an organization can better be done by the manufacturer than by the retailer, especially in a large city. This sales manager suggests that there should be general supervisors, responsible to the factory. Each supervisor should handle as many branches as experience teaches him he can. These supervisors, in his opinion, should be of unqualified integrity, have exceptional merchandising ability and be willing to work as many hours a day as is necessary.

This sales manager suggests two main divisions to a factory branch:

"1. A sales department, headed by a sales manager responsible to the supervisor, who shall have the power, under the direction of the supervisor, to hire, train and discharge salesmen, and to accept or reject contracts for installations. The sales manager should be given a substantial drawing account and an interest in the profits.

### Business End of Branch

"2. The business end of the branch, over which the sales manager has no jurisdiction, but which is under the general jurisdiction of the supervisor. This end of the branch should be under the control of a man who understands overhead, and who has genuine business ability. Under the direction of the supervisor, he should have the right to hire, train and discharge all help other than the salesmen.

"There should be a superintendent of installation and service, directly responsible to the man in charge of the business end of the branch.

"The installation and service should be controlled from one place."

In the operation of branches, this sales manager suggests that all branches use the same forms, same bookkeeping systems, and run along the same general lines so that employes can be transferred from one branch to another easily and successfully. Obviously, he would have the branch offices make frequent contacts between the supervisors and the factory.

Another successful specialty sales manager suggests a plan for handling large cities which have a considerable number of suburban areas. He feels that district selling offices should be established in vantage points, each headed by a district sales manager directly responsible to the factory branch office sales manager. This is one of the decided advantages of a factory branch, in that it can handle

these large areas with a sub-office organization and thus gain complete coverage of the market.

To any thinking sales executive, it is perfectly obvious that handling large markets in and around such tremendous population centers as New York, Chicago, Philadelphia is a problem far beyond the ability of any single dealer. Furthermore, it is next to impossible to get a distributor who can handle such a market and develop it to the desired extent. If, on the other hand, a factory branch is established in a large city, with complete supervision over installation and selling so that the manufacturer gets a good name because his products are properly sold, serviced and followed up, then the manufacturer's reputation in that city is bound to be better than it would be otherwise and his market is more nearly developed to its possibilities.

The factory branch is unquestionably here to stay, because it is the logical method for handling large city markets, and since no individual dealer is big enough to do the right kind of a job on a large territory, there can be very little objection to the establishment by manufacturers of factory branches to give their products proper representation in these large communities.

### Shell Uses Direct Mail to Sell Station Service

A direct mail campaign consisting of a series of twelve two-color government postal cards is assisting service station owners of the Shell Petroleum Corporation, St. Louis, to get "motorists to drive in." Several of the cards offer various free features, such as free radiator protectors, free lubrication tags and balloons.

The mailing campaign is made as easy as possible for the dealer. He can choose from six to twelve of the cards to be sent to a selected list of 250 or more registered motorists in his territory. The cards are imprinted with the dealer's name and address, addressed by a mailing list house, either from one of its lists or a list furnished by the dealer, and are sent to the dealer to be mailed at regular intervals of one month or less. The only duties the dealer has to perform are mailing the cards, indicating the correct name imprint and the boundaries of his territory.

## What the Tariff Is Doing to Foreign Trade

(Continued from page 98)

As for the effect on individual trades shipping to the United States, a few items do show a sudden drop, notably watches, shoes, and certain classes of silk goods. Yet out of some 900 classifications or groupings in the official government figures comparable with last year's classifications, no less than 165 actually showed an increase over the same month of 1929, either in quantity or value, or both, during the first month's operation under the new tariff. And even more significant is the fact that of these 165 listings no less than 95 are dutiable items!

Cement, over which there was great uproar during the tariff debate, actually increased 160 per cent, and bricks, another item fought over bitterly, increased 100 per cent. Certain items increased as high as 700 per cent. Several items fell off 100 per cent in imports but in several cases these were duty free and, in one case, it was an item that was transferred from the dutiable to the free list.

Considering the international aspect of the tariff, it is also worth noting that foreign exchange rates on the whole have been well maintained and in many cases are higher than a year ago.

## American Concerns Join to Fight Russia Here

American industries and labor groups adversely affected by "unfair imports" from Russia under its five-year industrialization program met in New York last week to organize a Joint Conference of Unfair Russian Competition. J. Carson Adkerson, president of the American Manganese Producers Association, is chairman. Other industries represented include the lumber, match, glue and coal. The organization will serve as a clearing house for information on Russian competition in the American market, Mr. Adkerson said. It will "endeavor to obtain the cooperation of public authorities in the adoption of and the enforcement of policies that will be protective of American industry and labor."

## J. B. O'Neill Promoted

John B. O'Neill, for the past year engaged in special sales activity for Houdaille-Hershey Corporation and its various subsidiaries, has been appointed assistant sales manager of the General Spring Bumper Corporation, division of the company, with headquarters at Detroit. Mr. O'Neill was at one time district sales manager for the Wahl Company.



**In 189 Cities . . .  
Our Warehouses Store  
and Distribute  
This Merchandise—  
We can do the same for you!**

Makers of the products shown in this picture distribute their merchandise through A. W. A. Warehouses located in 189 cities of the United States, Canada, Cuba, Hawaii.

We receive such merchandise in carload or less-than-carload lots . . . store it until needed by wholesalers or dealers . . . then deliver it where it is wanted.

Wherever you are now shipping your goods in less-than-carload lots, we can help you arrange for carload shipments to a central market . . . then break up your carloads into smaller lots for reshipment a short distance to final destination. Your saving in freight will be large, and you will speed up delivery appreciably.

Think how convenient it would be for your customers—and what an advantage to your sales department!—to have spot stocks of your goods available anywhere and anytime they're needed!

Full details of this service are described in our 32-page booklet\* entitled: "Increasing Your Sales Through the Use of A. W. A. Merchandise Warehouses." Send for a free copy and learn all about our unique and effective plan of distribution.

Merchandise Warehouse Division  
AMERICAN WAREHOUSEMEN'S ASSOCIATION  
1793 Adams-Franklin Building  
Chicago, Illinois

\*Increase Your Sales AWA

**FLIT**  
FLOOR BRUSHES  
BROOMS

**WELCH**  
The Nation's  
Grape

**GENASCO**  
SLATE SURFACE  
THE BARBER ASSOCIATION COMPANY

**MINUTE TAPIOCA**

**MAPLEINE**  
FOR SYRUP  
FOR FLOURING

**LIPTON'S**  
TEA  
"BUY FROM THE FIRM  
THAT GROWS IT"

**WILSON'S**  
EVAPORATED  
MILK

**BORDEN'S**  
MEADOW BRAND  
MALTED  
MILK

**ROYAL BAKING**  
POWDER  
VARIANTE  
FULL WEIGHT FULL STRENGTH

**CARVEX**  
MAKES  
FABRICS  
MOOTPROOF

**Van Camp's**  
SOUP  
AND  
BEANS

**PERIAL**  
SUGAR

**STANDARD**  
SALT

**HEATH'S**  
SALT

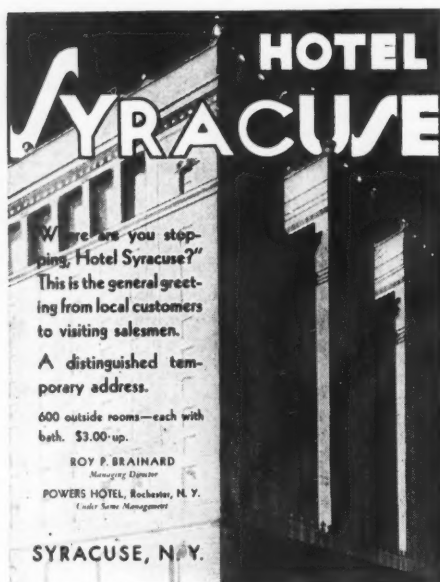
**Jenny Wheel**  
12-4 LB. PACKAGES

**ABIN UP**

**FLIT**  
FLOOR BRUSHES  
BROOMS

**WELCH**  
The Nation's  
Grape





**HOTEL SYRACUSE**

Where are you stopping, Hotel Syracuse?  
This is the general greeting from local customers to visiting salesmen.

A distinguished temporary address.

600 outside rooms—each with bath. \$3.00 up.

ROY P. BRAINARD  
Managing Director

POWERS HOTEL, Rochester, N. Y.  
Under Same Management

SYRACUSE, N. Y.

**"THAT FELLOW BOTT"**

Writes advertising that impels and appeals. Ideas galore. Clients in Alaska, France, Canada and throughout U. S. A. What's that about "a better mousetrap"? Send details of your proposition and we'll send ours. If you want that INSTANTANEOUS APPEAL write—Dept. D.

**Bott Advertising Agency**  
Little Rock, Arkansas



**SOLID KUMFORT**  
Bentwood  
**FOLDING CHAIRS**  
for Every Purpose

WRITE FOR BULLETIN  
LOUIS RASTETTER & SONS CO.  
1413 WALL ST. FORT WAYNE, IND.

**WRITE more EASILY**  
WITH **LISTO**  
**PENCILS and LEADS**  
A Million Users Know Their Superiority  
Listo Pencil Corp., Dept. B, Alameda, Cal.

**POWERS HOTEL**  
ROCHESTER, N. Y.

Famous for its excellent service and tempting food. 350 rooms, 2.50 up—Hotel Syracuse, Syracuse, N. Y. under same management.

**Extra Copies**

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

## New Ways of Finding Talking Points for Your Product

(Continued from page 93)

was absolutely clear. Every particle of the cocoa had passed through the fine mesh.

Then the same quantity of a competitive cocoa was sifted through the same silk screen. A good portion of the lot would not pass through. Instead the coarse grains remained on top of the silk. This was photomicrographed. The two contrasting photomicrographs related Peter's sales story convincingly.

As a rule, a printed illustration of the scientific argument is sufficient for the salesmen's purposes. Most buyers are willing to accept the result of the test. An occasional buyer, however, may want to witness the test, himself. With a simple demonstration, such as was used by Peter's, it is easy for salesmen to convince their doubting prospects. They can carry a piece of silk with them and sift cocoa through it, or they can let the customer, himself, do the sifting. It is surprising how otherwise busy men are willing to drop everything to try one of these simple experiments.

Often a manufacturer knows that his product is superior to competitive articles. At the same time he is not able to tell why it is better. His salesmen must be content to keep their arguments to generalities.

### Proof of Superiority

In many cases, such a manufacturer could find an abundance of proof of the superiority of his product if he would have made a scientific analysis of its performance. Not only would he get proof of its superiority but he would also obtain an easily comprehended explanation of it.

Such was the experience of the manufacturers of Barreled Sunlight. It was known that this paint had a splendid hiding power or covering capacity. It was also known that it did not hold dirt and that it was easy to keep clean.

But how to make these assertions believable? Again the microscope turned the trick. A cross section of a surface painted with Barreled Sunlight was photographed under a microscope. Then a second section painted with another white paint was similarly photographed. These highly magnified views of the surface of the paints showed Barreled Sunlight to be smooth, unbroken and non-porous. It

is no wonder that it resists dirt and washes as readily as if it were tile. The photograph of the other paint reveals its magnified surface to be jagged and uneven. It is easy for dirt to stick in the valleys and difficult to dislodge it by washing.

These two opposing photographs carried a scientific explanation of why Barreled Sunlight stays white and yields so agreeably to a wet cloth.

E. I. du Pont de Nemours & Company wanted a technical talking point for Number 7 Duco polish that the car owner could understand. The term "traffic film" was coined to describe the coat of dirt that accumulates on the finish of a car. Underneath this film the original finish of the automobile gleams just as brightly as it did on the day it left the factory. Unfortunately, though, the film is often hard to remove without dulling the luster of the car.

### Dramatizing the Story

Tests showed that Number 7 Duco Polish took off this film satisfactorily and restored the original finish of the car. That was fine and dandy as far as it went. The scientist did not reveal anything that the manufacturers did not know before. What was wanted was some way of dramatizing the story for the benefit of the public.

At this stage Old Man Microscope was paged. He magnified twenty times both a cleaned and dirty small section of a car. The section that had been polished with Duco was a spotless, brilliant red. The section still covered with the traffic film was almost black. Thus the sales story was put over in a picture that was so plain that he who ran might read.

The Dwight Manufacturing Company, makers of sheets and pillow cases, has always prided itself on the wearing qualities which it puts into its merchandise. But for more than eighty years these features had been taken for granted. Nothing was done to promote them to the public or to offer scientific proof that they existed.

Then one day three Dwight Anchor sheets and three sheets of each of several other brands were purchased in a department store and sent to a laundry. The laundry was told to wash and to rewash the sheets until they cried for mercy.

When they were returned from the

laundry they were put under the unrelenting scrutiny of the microscope. It was thus revealed that all the Dwight sheets were still as sound as when they were bought, particularly at the four points where sheets are subjected to hard wear and where they ordinarily play out first. The magnified photographs that were taken of the sheets composed the company's whole selling story for a long time after that.

S. C. Johnson & Son, the wax manufacturers, called in the microscope to help it in the formulation of talking points for Johnson's Wax Polish. It quickly brought to light the fact that very little dust lingers on dry wax polish and that little is easily whisked away. Photographs were taken putting this argument into illustrative shape.

One of the most amazing successes that has been seen in the toilet goods business in recent years is Ambrosia, the skin cleanser. National distribution was obtained in a few months. An enormous business was done the first year and sales in this the second year of the product's existence are ascending sensationally.

### Story of Ambrosia

Of course, many factors have entered into the success of Ambrosia. Every detail of production and of marketing was carefully worked out in advance. Among these details were the talking points. Obviously Ambrosia is a good product that does the work it is supposed to do. It was realized that the product would get nowhere unless its advantages could be couched in arguments that any one could understand.

Again the microscope was called on for help. Many scientific arguments were found for Ambrosia. But the one selling point that everyone appreciates consists of a picture of magnified pores, showing dirt embedded in them. Then it is demonstrated how ordinary cleansing does not reach the bottom of the pores and that the dirt remains there, even after the skin has been supposedly thoroughly cleansed. Another picture shows those same pores after they have been put through an Ambrosia treatment. Not a particle of dirt remains.

These "microscopic" revelations of how Ambrosia works, it is widely admitted, have done much to gain such quick acceptance for the product.

The searcher for talking points sometimes uncovers the startling fact that a product has no talking points that are peculiar to itself. All competing products in an industry are practically

# W M A L

COVERAGE IN VIRGINIA AND MARYLAND

On The  
Air  
16  
Hours  
Daily



Frequency  
630  
Kilo-  
cycles

Located in the capital of the Nation, Station WMAL is the Washington station of the Columbia Broadcasting system. Equipped with Western Electric double turntables for spot broadcasting of transcription programs.

*"Broadcasting the better things in and for Washington"*

## RADIO ADVERTISERS

There is a gold mine of valuable information for you in the RADIO STATION SECTION of Standard Rate & Data Service.

With it you have at your finger-tips the latest available complete and accurate information about all stations that sell time on the air.

Wavelength, operating power, station and talent charges, chain affiliations, mechanical program facilities and dozens of other items of helpful data are shown. And it's all in easy-to-find and concise form.

Specimen pages and further information will be cheerfully sent for the asking.

**STANDARD RATE & DATA SERVICE**

*The National Authority*

536 LAKE SHORE DRIVE

**CHICAGO**



alike. Anything that can be said for one of them can be said for all.

When a situation of this sort develops, it can often be handled by changing the formula of the product for which the sales arguments are being sought. Frequently a slight change can be made in the composition of an article without materially changing its quality. Often the change will actually improve the product.

An example of this was the addition of a perfume to an insecticide. I don't mean to infer by this that all insecticides have the same formula. Decidedly they have not. But they all have much the same talking points—that they are effective insecticides. Giving one of these preparations a pleasant odor, on top of its other good features, gave it a new and exclusive talking point.

Fragrance, by the way, is destined to play an increasingly important part in marketing. Fragrance is being put in a number of unpleasant-smelling products, for the sole purpose of overcoming a sales objection and so as to give the seller something to brag about, instead of having to apologize, as was the case before the addition was made.

### Sales Value of Fragrance

A pleasant fragrance is a wonderfully telling sales argument in itself. Kipling has said something like this: "Smells are surer than sights or sounds To make your heartstrings crack."

Sellers, in growing numbers, are taking advantage of Kipling's philosophy.

In some instances where all the similar products in an industry have common talking points, an analysis that may be made to unearth new sales arguments may bring forth an entirely new use for the article. That is what happened to Fleischmann's yeast. For generations yeast had a conventional use, with which everyone is familiar. It was virtually impossible to say much for one brand of yeast, of a type, that could not be said for other brands.

Then Fleischmann's discovered that yeast has medicinal qualities. This discovery not only threw open a whole flood of brand-new sales arguments, but, what is even better, it tapped a new market of teeming proportions.

Digging out scientific talking points for a product is a practice that is not confined to any one industry or group of industries. The practice is followed by practically the whole gamut of business enterprise. We find manufacturers in all lines, from golf balls to turkish towels, striving to give technical accuracy to their arguments.

## Personal Service and Supplies

**Classified Rates: 50c a line of seven words; minimum \$3.00. No display.  
Cash Basis Only. Remittance Must Accompany Order.**

### POSITION WANTED

HERE IS A RARE OPPORTUNITY FOR a progressive concern to secure services, aggressive young man with record achievement. Age 27; married; university education. Experience: copywriter, layout, correspondent. Executive ability. Employed at present; available two weeks notice. Address Box 261, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### AGENTS WANTED

MANUFACTURERS' AGENTS CALLING ON wholesale hardware, drug and department store trade, can make handsome commissions on fast selling household items. Considerable territory still open. In reply, state your qualifications, territory covered, lines handled, and other information you know we would want. Universal Molding Company, 799 Golden Gate Avenue, San Francisco, California.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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TORONTO  
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HALIFAX  
MONTREAL  
LONDON, Eng.

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REGINA  
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